

**Period 2 Settlement Agreement Semi-Annual Report  
January 2004 – June 2004**

Division of Children and Family Services  
Bureau of Milwaukee Child Welfare (BMCW)

August 17, 2004

Prepared by the Bureau of Milwaukee Child Welfare Program Evaluation Managers

## Descriptive Data January – June 2004

### Families and children in Ongoing Services

	January 2004	June 2004
<b>Families receiving Ongoing Services (end of month)</b>	2,081	2,005
<b>Children in OHC Placements (end of month)</b>	3,489	3,345

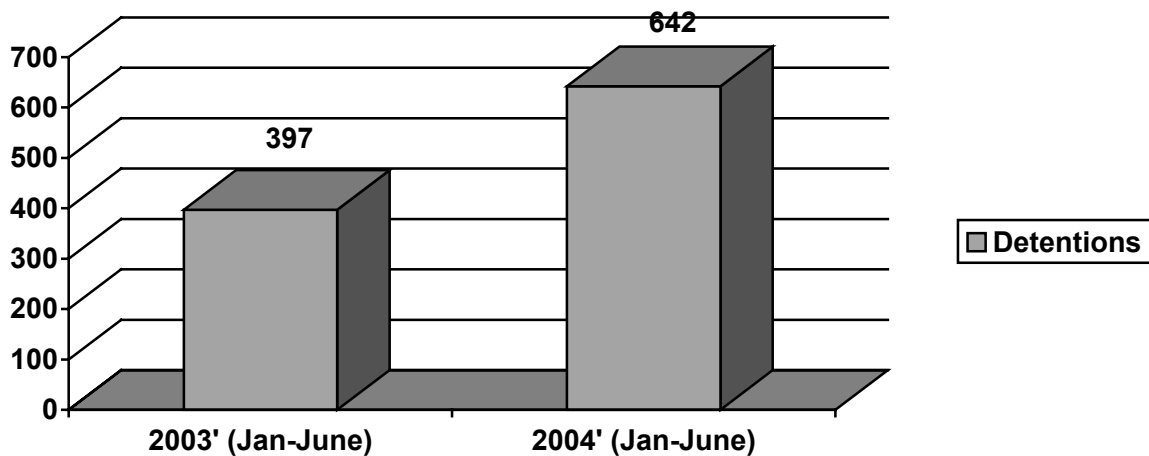
### Permanency Achieved

	Reunifications	Transfers of Guardianship	Adoptions
<b>January – June 2004</b>	365	105	319

### Ages of children at time of removal:

Age at Removal (Jan- June)	CY 2003 (all year)	2004 YTD
0 – 4 years old	44%	41%
5 – 11 years old	32%	30%
12 – 15 years old	17%	17%
15+ years old	7%	12%

### Number of children taken into custody



Minimum, Maximum and Average number of children per family entering Ongoing Services  
January – June 2004

	<b>Minimum number of children in family</b>	<b>Maximum number of children in family</b>	<b>Average number of children in family</b>
<b>Site 1</b>	1	6	1.9
<b>Site 2</b>	1	7	1.9
<b>Site 3</b>	1	6	1.7
<b>Site 4</b>	1	9	1.9
<b>Site 5</b>	1	7	1.9

Distribution of families who entered Ongoing Services with three or more children

<b>Children in Family</b>	<b>Number of Families</b>
3	55
4	21
5	8
6	9
7	2
9	2

# BMCW Semi Annual Report at a Glance

Period 2 (January - June 2004)

Settlement Section	Jan - June Period 1	July - Dec Period 1	Period 1 YTD & (*Goal)	Period 2 Goal	Jan - June Period 2
I.B.2 ASFA (children reaching 15th of 22nd month)	66.9%	84.5%	76.8% (*65%)	<b>75% (at or above)</b>	86.7%
I.B.3 ASFA (children not in compliance)	56.4%	88.1%	88.1% (*75%)	<b>85% (at or above)</b>	77.9%
I.B.4 LOS (greater than 24 months)	49.6%	38.8%	44.2% (*40%)	<b>35% (at or below)</b>	32.1%
I.B.6 - Reunification's (less than 12 months after entry)	44.0%	46.6%	45.0% (*monitor only)	<b>65% (at or above)</b>	59.3%
I.B.7 - Adoptions (within 24 months of entry)	8.9%	18.8%	14.2% (*20%)	<b>25% (at or above)</b>	13.6%
I.C.1 - Mal Tx (Children in OHC w/substantiated allegation of Mal TX)	0.4%		0.57% (*.70%)	<b>0.65% (at or below)</b>	0.53%
I.C.2 - (Ind Inv referrals to Investigative Agency w/i 3 business days)	99.6%	100.0%	99.8% (*80%)	<b>85% (at or above)</b>	98.1%
I.C.3 - (Upon receipt of referral, assigned to an investigator w/i 3 business days)	98.9%	100.0%	99.6% (*80%)	<b>85% (at or above)</b>	99.6%
I.C.4- (Completion of Ind Inv w/i 60 days)	96.7%	98.5%	97.6% (*80%)	<b>85% (at or above)</b>	98.8%
I.D.2 - Caseloads (not to exceed 11)	10.2	9.9	9.6 (*13)	<b>11 (at or below)</b>	10.0
I.D.3 (Face to Face contact)	84.0%	96.4%	90.0% (*90%)	<b>90% (at or above)</b>	97.0%
I.D.5 (Placement Stabilization/Assessment Centers - Shelter Phase Out)			Completed by 1-1-04		
I.D.9 - (Placement Stability)	74.8%	76.8%	75.9% (*80%)	<b>82% (at or above)</b>	71.3%
II - Named Plaintiffs	Please see report for Details				
III - Monitoring	For section III - Monitoring, there are no established performance standards				
III.C.1 - (Family Assessments)	94.5%	98.0%	96.4%		97.9%
III.C.2 - (Initial Health Screens)	44.0%	67.6%	58.2%		82.0%
III.C.3 - (Placement Packets)	82.0%	100.0%	91.0%		98.0%
III.C.4 - (Annual Medical Exam (PIT Dec 03))	65.0%	75.4%			73.1%
III.C.4 - (Annual Dental Exam (PIT Dec 03))	25.0%	57.4%			62.1%
III.C.5 - (Initial Perm Plans)	95.0%	98.6%	97.0%		97.4%
III.C.6 - (Annual Perm Plan Review's)	77.3%	88.7%	88.7%		74.8%
III.C.7 - (Re-Entry within 12 months of exit)	9.0%		7.1%		8.3%
III.C.8 - (BMCW Turnover)	27.6%		30.1%		22.7%
III.C.9 - (Average Children per OCM Caseload)			19.5		18.9

\* The brief comments describing the specific settlement section are not meant to fully represent what is written or intended in the actual Settlement Agreement. The intent is merely to provide a point of reference; please refer to the actual agreement for specifics of each section.

- Re-unification – The grayed out boxes for Period 1 show data, but the performance standard was “Monitor Only”
- Mal TX – Period 1 for the second six months shows the box grayed out; this is an annualized measure
- Shelter Phase Out – This was accomplished, with the performance standard a “date of completion” therefore there were no Period 1 performance expectations identified as percentages.
- Monitoring Items – The boxes for Period 2 performance standard (goal) are grayed out because there are no set standards to achieve under the Settlement Agreement

## INTRODUCTION

In accordance with the Settlement Agreement for the federal lawsuit against the State of Wisconsin, *Jeanine B. v. Doyle*; this is the semi annual report of the Bureau of Milwaukee's performance from January 1, 2004 - June 30, 2004.

The settlement requires BMCW to attain specific outcomes regarding permanence, safety, and well being for children in out of home care in Milwaukee County.

During the first six months of 2004, which is the second year of the settlement agreement, the Bureau met or exceeded the following performance standards:

1. Adoption and Safe Family Act (ASFA) timeliness requirement: BMCW achieved 86.7% compared to the requirement that at least 75% of children in out of home care for 15 of the last 22 months must have a termination of parental rights (TPR) petition filed on their behalf, or an ASFA exception documented in their case by the end of the 15th month in care.
2. Length of stay in out of home care: BMCW achieved 32.1% compared to the requirement of 35% or below, that no more than 35% of children in out of home care shall be in care for more than 24 months.
3. Face to face contact with children in out of home care: BMCW achieved 97 % compared to the requirement that at least 90% or above of children in out of home care have face to face contact with their case manager at least monthly.
4. Reduction in caseloads of ongoing case managers to an average of 11 families per case manager per site: BMCW achieved an average of 10 family cases per case manager per site.
5. Timeliness in processing referrals of abuse and neglect to the independent investigation agency: BMCW achieved 98.1% compared to the requirement of 85% or above to refer reports of abuse and neglect from BMCW intake to the independent investigation agency within three business days.
6. Timeliness in making case assignments and completing independent investigations: BMCW achieved 99.6% compared to the requirement of 85% or above, for the independent investigation agency to make an assignment to a staff person within three business days of the independent investigation agency's receipt of the referral. BMCW achieved 98.8% compared to the requirement of 85% or above, for the independent investigations to be completed within 60 days of receipt by the independent investigation agency.
7. Reducing substantiated maltreatment of children in out of home care: BMCW achieved 0.53% compared to the requirement that no more than 0.65% of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations by a foster parent or staff of a facility required to be licensed.

During the first six months of 2004, full compliance was not achieved for the following requirements:

1. Adoption within 24 months of care: BMCW achieved 13.6% compared to the requirement that at least 25% of children for whom an adoption is finalized within the period shall exit BMCW care within 24 months of entry into care.
2. Placement stability: BMCW achieved 71.3% compared to the requirement that 82% or above of children in out of home care within the period shall have three or fewer placements after January 1999.
3. Reunification within 12 months of entry into out of home care: BMCW achieved 59.3 % compared to the requirement of 65% or more of reunifications shall occur within 12 months of entry into out of home care. (This is a new requirement for 2004. During 2003 performance was for monitoring only).
4. Adoption and Safe Families Act (ASFA): BMCW achieved 77.9% compared to the requirement of 85% or above of children in out of home care more than 15 of the last 22 months without a termination of parental rights previously filed or an available exception previously documented shall have a termination of parental rights petition filed on their behalf, or an exception documented in their case file by the end of the period. The percentage is calculated against the baseline of 453 children.

### **Report Format**

The year-to-date performance data represents the results of the Bureau of Milwaukee Child Welfare's efforts during Period 2 (January 1, 2004 – June 30, 2004) of the Settlement Agreement. The data is presented in three distinct categories:

- Meeting or exceeding Period 2 targets
- Not meeting Period 2 targets, and
- Monitoring categories inclusive of safety, well being, and permanence objectives.

Some categories, within the discussion sections, have supplemental data added to provide a deeper look at the numbers, showing more context behind what is reported.

The data presented in this report has mostly been generated from the Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS). In order to consistently and systematically assess the settlement outcomes, a process was undertaken to identify the data elements that could be generated using the WiSACWIS system and what changes needed to be done to enhance the system in order for these items to be reviewed. This includes the development of a measurement package, and the creation of software specific to many of the settlement elements.

Current work continues to be performed to manage artifact data within the system. This data may be the result of system conversions, incorrect data entry, or related issues. Enhancements to the data system were added as soon as possible in order to improve the accuracy and consistency of reporting.

What follows, starting with “**Section I. Ensuring Permanence, Safety, and Child Well Being**” is the Settlement Agreement and the results of the BMCW’s efforts to meet the expected performance guidelines. The following information is broken out as described above, and provides data showing BMCW performance during the first six months of Period 2, and the cumulative performance YTD (where applicable) for Period 2 based on six months of data.

## **I. ENSURING PERMANENCE, SAFETY AND CHILD WELL-BEING**

- A. In accordance with the settlement agreement, the child welfare outcomes for plaintiff class children and performance measures of child welfare practice improvements will be phased in over three one-year periods beginning January 1, 2003, January 1, 2004 and January 1, 2005, respectively. Those periods are respectively referred to hereinafter as Period 1, Period 2 and Period 3.

### **B. Permanence**

1. The parties will negotiate in good faith as soon as practical with the Milwaukee County District Attorney to ensure adequate legal representation for the prosecution of termination of parental rights (TPR’s) petitions, consistent with ASFA requirements.

**STATUS:** Good faith negotiations completed. Memorandum of Understanding (MOU) executed by BMCW and District Attorney’s office on July 28, 2003.

**SETTLEMENT SECTIONS\* WHERE THE BMCW IS MEETING OR EXCEEDING PERIOD 2 TARGETS:**

The following section includes settlement elements where the BMCW is meeting or exceeding Period 2 targets. The details of these areas are categorized under the key performance objectives of Permanency, Safety and Well-Being.

**PERMANENCY****ASFA – Timeliness of meeting permanence for children reaching their 15<sup>th</sup> of 22 months in Out of Home Care**

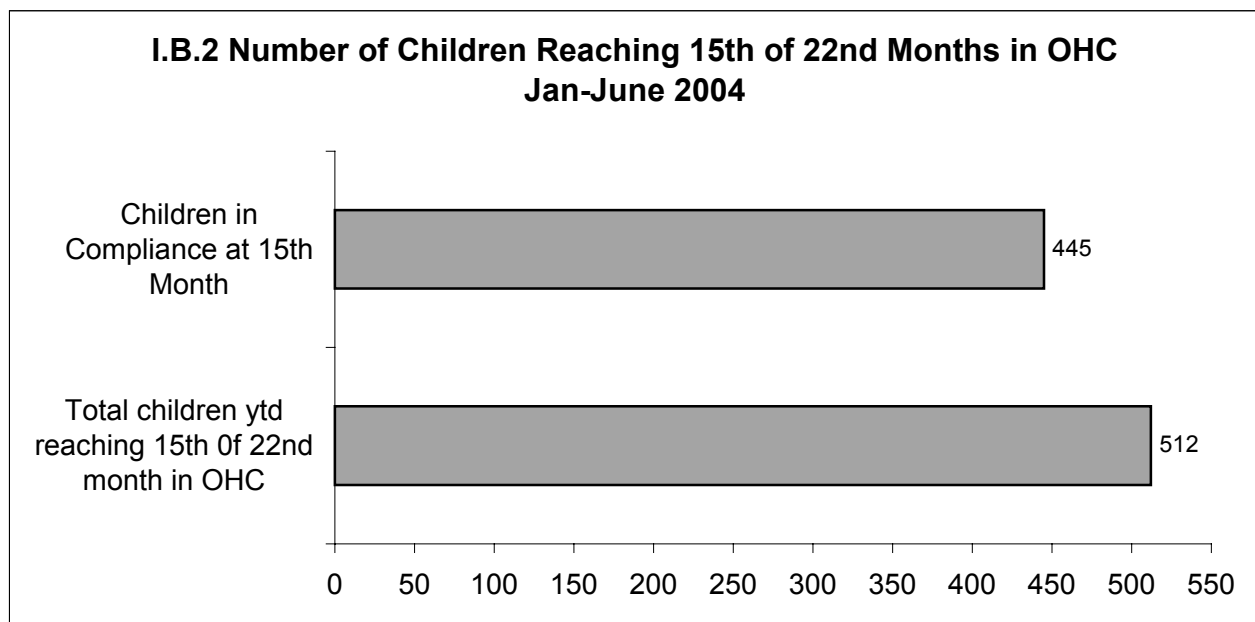
**I.B.2** At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a Termination of Parental Rights (TPR) petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of their fifteenth month in care...

**Period 2 Goal: 75% (or above)**

Actual Performance

**YTD January – June 2004: 86.7%**

	Number children reaching 15 of 22 months in OHC	Number with available exception or TPR	Compliance % for period	Compliance % YTD
January	100	89	89%	
February	47	27	57.4%	78.9%
March	93	89	95.7%	85.9%
April	91	83	91.2%	86.3%
May	97	83	85.6%	86.2%
June	84	74	88.1%	86.7%





	January – June	July - December	YTD
BMCW Period 1 2003	66.9%	84.5%	76.8% (Jan-Dec)
BMCW Period 2 2004	86.7%		

\*Period 1 performance standard was 65%

### DISCUSSION:

The BMCW exceeded the Period 2 Performance Standard of 75% (at least 384 children). During the first six months of Period 2, 445 (86.7%) children met compliance with ASFA (either through a TPR being filed or an allowable exception noted) by the end of their 15<sup>th</sup> of 22<sup>nd</sup> month in OHC.

Of the 445 children who achieved compliance:

- 39.5% (176 children) met compliance by having a TPR filed
- 60.5% (269 children) met compliance through an allowable exception

The 67 active children who did not meet compliance with ASFA guidelines will be tracked on a monthly basis, in accordance with I.B.3 of this agreement, until they meet ASFA requirements for permanence.

The first six months of Period 2 show improvement over both six month intervals of Period 1. Despite this improvement with children attaining ASFA compliance within 15 of 22 months in Out of Home Care, the BMCW continues to work on identifying and removing obstructions which have impeded children from meeting compliance with respect to Permanency and ASFA at their 15 month in OHC.

## Length of Stay – Length of time a child resides in Out of Home Care placements

**I.B.4.** Within Period 2, if the State does not obtain a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than 35% of children in BMCW out-of-home care shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5533 children in BMCW out-of-home care.

### Period 2      35% (at or below)

Actual Performance

**YTD January – June 2004: 32.1%      (as calculated against the baseline of 5533)**

	Number of children in OHC greater than 24 months	Compliance percentage for month (as calculated against baseline of 5533)	Compliance Percentage YTD (calculated against baseline of 5533)
January	1903	5533	
February	1843	5533	33.9%
March	1775	5533	33.3%
April	1758	5533	32.9%
May	1716	5533	32.5%
June	1668	5533	32.1%

	January - June	July - December	YTD
BMCW Period 1 2003	49.6%	38.8%	44.2%
BMCW Period 2 2004	32.1%		

\*Period 1 Performance Expectation is 40%

As the data indicates in first table above, the YTD compliance percentage calculated against a baseline of 5533 was 32.1%. The BMCW is meeting the compliance standard for this measure for the first six months of Period 2. This table also summarizes the month to month progress in the percentage of children in care 24 months or more during 2004 Period 2 YTD.

The second table is a comparison of the first and second 6 months of Period 1 and the first 6 months of Period 2.

DISCUSSION:

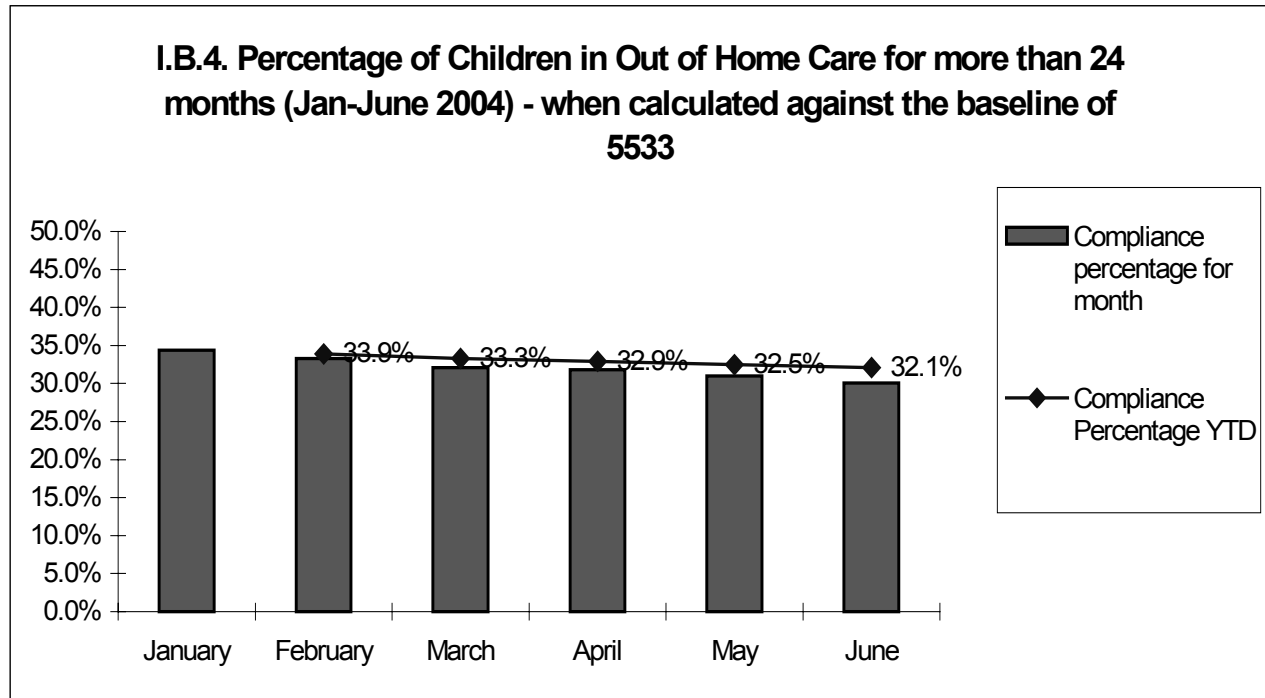


Chart 1 demonstrates the continued compliance by the BMCW for the first six months of Period 2. Percentages indicate month by month the cumulative average, beginning January 31, 2004.

The above data indicate that during the first six months of Period 2, BMCW has met compliance for I.B.4. and that there is a definite trend in reducing the number of children in out of home care 24 months or more when measured against the baseline. Permanency for these children was achieved through the active participation of the courts, families and other systems. The BMCW will continue to maintain a focus on developing options and opportunities for permanency for these children.

Within the past few months BMCW has taken the following steps to enhance opportunities toward permanency for children in out of home care:

- The CST process (SEE ADDENDUM) has been fully implemented and Children Service Society of Wisconsin (CSSW) staff and foster parents are now active participants in this process.
- The BMCW in collaboration with partner agencies has begun to assess reunification strategies and identify barriers to permanency through permanency staffings held each site.
- The DA's office has agreed to review cases in the system at 9 months and 12 months in care to determine if TPR is appropriate, and at the time of BMCW request to extend the court order if needed, thereby expediting the identification of TPR cases instead of just responding to those cases referred by BMCW case managers. Cases identified through this process may be moved directly to the Fast Track TPR track

**(I.B.5.** If the State successfully obtains a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than the following percentages of children in BMCW out-of-home care within the period shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5533 children in BMCW out-of-home care. Period 2 30%) **Currently the State of Wisconsin does not have the waiver for subsidized guardianship.**

## **SAFETY**

**Maltreatment while in OHC – this measure identifies the number of children (and %) who were victims of a substantiated abuse and/or neglect allegation while in an Out of Home Care placement**

**I.C.1.** No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility required to be licensed.

**Period 2 .65% (at or below)**

Actual Performance

**YTD January – June 2004: .53%**

	Jan	Feb	Mar	Apr	May	Jun	YTD
<b>Completed Investigations – Determinations (N)</b>	31	28	61	43	43	34	240
<b>Children Maltreated by FP or agency staff (Substantiated Allegations) (N)</b>	1	0	11	5	4	1	22
<b>Children in Care as of 1-1-04</b>							3489
<b>Children Entering Care (N)</b>	112	121	118	99	103	89	642
<b>Total</b>							4131
<b>BMCW %</b>							.53%

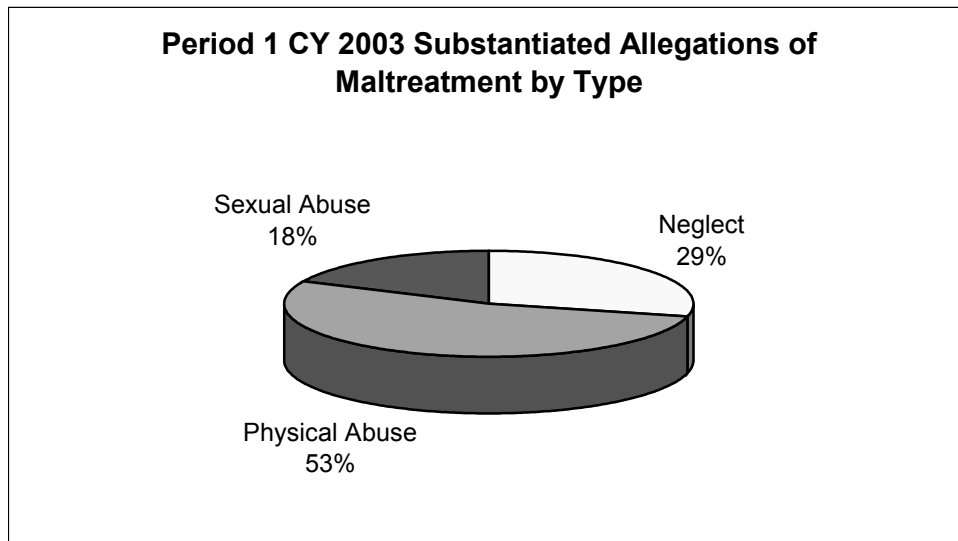
- The percentage was calculated by identifying the number of children in an OHC placement on January 1<sup>st</sup>, 2004, (3489) and adding all children (642) entering OHC during YTD CY 2004 (4131). This total (4131 – which represents all children in OHC during the year) was then divided into the number of children in OHC who had a substantiated allegation (22) of maltreatment by a Foster Parent or agency staff during the year.
- The ultimate Period 2 compliance for this standard will be measured over a twelve-month period of time. Therefore, the half-year data presented for this standard is only preliminary and approximate.

During the first six months of Period 2 (January – June 2004), 22 children (.53%) were victims of substantiated maltreatment while in an Out of Home Care placement by a placement provider (estimated annualization to a rate of .9%). Comparatively, during the first six months of Period 1 (January – June 2003), 17 children (.35%) had a substantiated allegation of maltreatment.

## DISCUSSION:

As of June 30, 2004, at the end of the first six-month interval of Period 2, the BMCW is at .53% and is therefore within the performance expectation of .65%. However, when compared to the first six months of Period 1, five more children were victims of child abuse or neglect by placement providers in the first six months of Period 2.

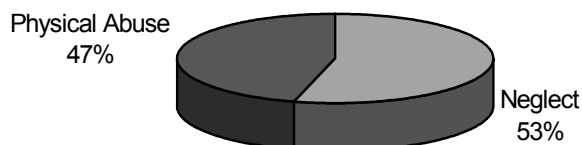
The following two graphs show by “type” the percentage of substantiated allegations. The first graph shows that in Period 1, 53% (17 children) of the substantiated allegations were for physical abuse, 29% (9 children) were for neglect and 18% (6 children) were for sexual abuse.



The second graph shows comparative data for Period 2 ytd; 47% (10 children) of the substantiation's were for physical abuse ( a decrease of 6%), and 53% (12 children) were identified as neglect. To date in Period 2, there have been no sexual abuse substantiations.

During Period 1, in 87% of the substantiations, the maltreater was identified as a Foster Parent, and 13% were identified as an agency staff. During Period 2, YTD, all maltreaters have been foster parents.

### **I.C.1. Period 2 January - June 2004 Substantiated Allegations of Maltreatment by Type (all by a Foster Parent)**



The following strategies are being implemented to address the increase in maltreatment of children and to improve the quality of foster homes:

- First Choice for Children (FCFC) has recently changed the structure of their organization in order to make it a more efficient process to license foster parents and to ensure that the foster parents are providing quality services to the foster children. The restructuring of the organization went into effect in May 2004.
- FCFC has also been incorporating crisis plans for each foster parent in order to support the foster parent if a crisis arises with the foster child. The foster parent will have a plan to use if there is difficult situations arise regarding the foster child.
- FCFC will be taking on the task of hosting and chairing the Child Abuse and /or Neglect (CAN) Panels for the Bureau of Milwaukee Child Welfare. The CAN Panel will consist of FCFC staff, BMCW staff, and other professionals. The purpose of the CAN Panel is to staff situations in which there is an Independent Investigation that is unsubstantiated, but there seems to be some licensing concerns or other concerns of the foster home that need to be examined. FCFC expects to have the process in place to run CAN Panels by August 16, 2004. The CAN Panel will help to identify foster families that might be at-risk of maltreatment and FCFC will be able to address concerns to prevent possible maltreatment.

## Timeliness of Independent Investigation Referrals from the BMCW INTAKE unit to the Investigative Agency

**I.C.2.** At least the following percentages of reports within the period alleging abuse or neglect of a child in BMCW custody shall be referred to the independent investigation agency for independent investigation within three business days.

### Period 2      85% (or above)

Actual Performance Standard  
**January – June 2004: 98.1%**

	Jan	Feb	Mar	Apr	May	Jun	YTD
Actual Number of reports requiring Independent Investigations during period	31	52	53	39	49	36	260
Number referred to Independent Investigations Agency within 3 business days	30	51	50	39	49	36	255
BMCW % (PIT)	96.8%	98.1%	94.3%	100%	100%	100%	98.1%

\*PIT – Point In Time – data collected at the end of each month

	January - June	July – December	YTD
BMCW Period 1 2003	99.6%	100%	99.8%
BMCW Period 2 2004	98.1%		

The performance standard of at least 85% (Period 2) was met during the first six months of Period 2. Between January – June of 2004 there were 260 reports that required an independent investigation. Of that total 255 (98.1%) were referred within three business days. During the same cycle in Period 1, 262 of the 263 referrals made to the Independent Investigation agency were made within three business days.

The BMCW is meeting this expected performance standard. As the data indicates, the BMCW has met or exceeded the Period 3 performance standard of 90% for all three semi-annual periods to date.

## **Timeliness of the Independent Investigation Agency assigning the referral from Intake to an Independent Investigator**

**I.C.3** At least the following percentages of reports referred for independent investigation within the period shall be assigned to an independent investigator by the independent investigation agency within three business days of the independent investigation agency's receipt of the referral from BMCW.

### **Period 2      85% (or above)**

Actual Performance Standard  
**January – June 2004: 99.6%**

	Jan	Feb	Mar	Apr	May	Jun	YTD
Number of referrals to Independent Investigations Agency	31	51	54	39	49	36	260
Number Assigned within three business days	30	51	54	39	49	36	259
BMCW % (PIT)	96.8%	100%	100%	100%	100%	100%	99.6%

	January - June	July - December	YTD
BMCW Period 1 2003	98.9%	100%	99.6%
BMCW Period 2 2004	99.6%		

Between January and June of 2004, 99.6% of all reports (259) were assigned to an investigator within three business days.

This monitoring measures the timeliness of the independent agency in assigning referrals within three-business day of receiving them. During this reporting period all but one referral was assigned to an investigator within three-business days.

The BMCW is meeting this expected performance standard. As the data indicates, the BMCW has met or exceeded the Period 3 performance standard of 90% for all three semi-annual periods to date.



**Timeliness of the Independent Investigative Agency to complete the Independent Investigation once assigned to an Investigator**

**I.C.4.** The determination required by section 48.981(3)(c)4. of the Wisconsin Statutes must be made within 60 days of receipt of the referral by the independent investigation agency in at least the following percentages of independent investigation's referred by BMCW.

**Period 2      85% (or above)**

Actual Performance Standard  
**January – June 2004: 98.8%**

	Jan	Feb	Mar	Apr	May	Jun	YTD
Total number of determinations due to be completed for the period	31	28	61	44	43	36	243
Number of determinations completed within 60 business days during the period	31	28	61	43	43	34	240
BMCW % (PIT)	100%	100%	100%	97.7%	100%	94.4%	98.8%

	January - June	July - December	YTD
BMCW Period 1 2003	96.7%	98.5%	97.6%
BMCW Period 2 2004	98.8%		

The BMCW met the performance standard for completing Independent Investigations within the required time frame. Of the 243 completed during the period, 240 (99.8%) were completed within 60 days of receipt of referral.

During the same time frame in Period 1 (January – June) there were 248 independent investigations completed, of which 240 were completed within sixty days for a performance percentage of (96.7%).

Timeliness for completing the Independent Investigations has shown consistency in achieving the established goals. The BMCW is meeting this expected performance standard. As the data indicates, the BMCW has met or exceeded the Period 3 performance standard of 90% for all three semi-annual periods to date.

## Caseload size for Ongoing Case Managers

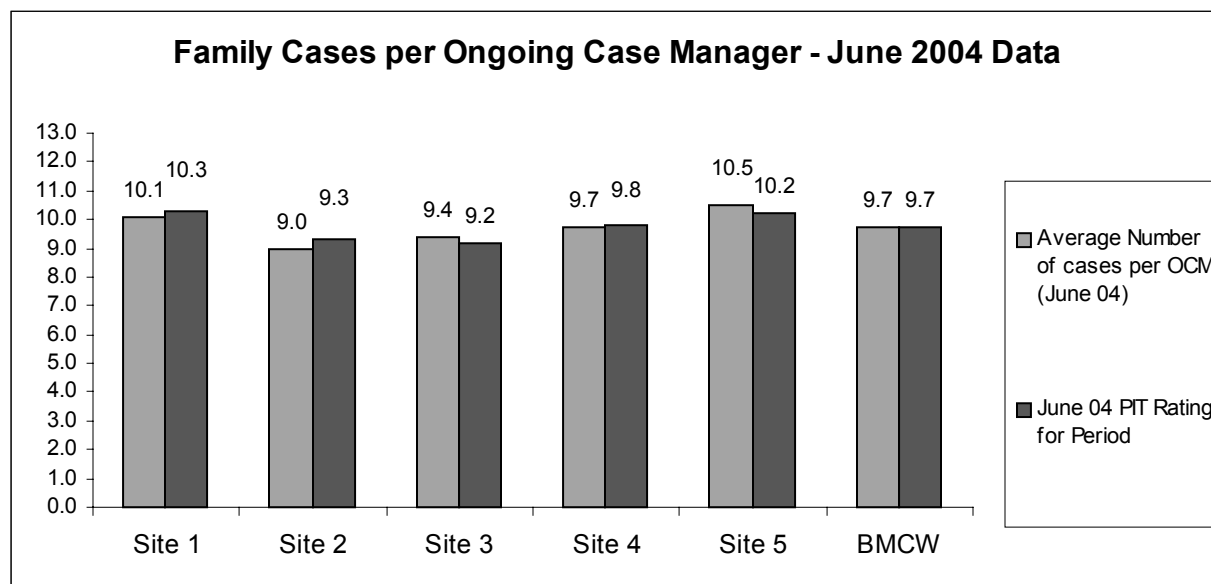
### **WELL-BEING**

**I.D.1.** BMCW shall ensure that ongoing case managers have caseloads not to exceed an average of 11 families per case-carrying manager per site. Compliance with this requirement at any given point in time shall be measured by averaging each site's current monthly caseload average with the corresponding Site averages for the preceding 2 months.

**I.D.2** The above provision shall be phased in incrementally and shall be fully effective by Jan. 1, 2004, but not enforceable until April 1, 2004. During the phase-in period, commencing January 1, 2003, no Site shall have average caseloads of over 13 families per case-carrying ongoing case manager.

	Jan 04 (Ratings for Period)	Feb	Mar	Apr	May	Jun
<b>Site 1</b>	10	10	10	10	10	10
<b>Site 2</b>	9	10	10	10	10	9
<b>Site 3</b>	9	9	9	9	9	9
<b>Site 4</b>	10	10	10	10	10	10
<b>Site 5</b>	10	10	9	9	10	10
<b>BMCW</b>	10	10	10	10	10	10

The BMCW continues to maintain family case levels at or under the established levels. All site caseloads are less than 11 family cases per a case manger. For the calculations, mentors who are carrying cases (a reduced caseload) have been excluded so that the results alone directly reflects the Ongoing Case Managers with an active caseload. The mentors have lower caseloads because they have other duties and responsibilities – they are excluded because if they were included, it might artificially reduce the average caseload numbers.



The above graph shows by site the average number of cases per Ongoing Case Manager using Point in Time data from June 2004; it also shows the calculation for June 04 using the rating method described in the settlement.

## Average number of family cases per Ongoing Case Manager

	January - June	July - December	YTD
BMCW Period 1 2003	10.2	9.9	9.6
BMCW Period 2 2004	10		

The data in the tables below show by site and by month the average & period rating of cases per Ongoing Case Manager.

Site 1	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Rating for Period
Nov 03'	442	43	10.3	
Dec 03'	438	41	10.7	
January 04	414	41	10.1	10.4
February 04	406	40	10.2	10.3
March 04	411	40	10.3	10.2
April 04	407	38	10.7	10.4
May 04	399	39	10.2	10.4
June 04	394	39	10.1	10.3

Site 2	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Rating for Period
Nov 03'	369	42	8.8	
Dec 03'	369	39	9.5	
January 04	369	39	9.5	9.2
February 04	367	37	9.9	9.6
March 04	368	38	9.7	9.7
April 04	370	36	10.3	10.0
May 04	370	42	8.8	9.6
June 04	367	41	9.0	9.3

Site 3	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Rating for Period
Nov 03'	419	47	8.9	
Dec 03'	413	45	9.2	
January 04	412	49	8.4	8.8
February 04	412	49	8.4	8.7
March 04	417	46	9.1	8.6
April 04	419	47	8.9	8.8
May 04	422	46	9.2	9.1
June 04	425	45	9.4	9.2

<b>Site 4</b>	<b>Number of Families receiving ongoing services at the end of the Month</b>	<b>Number of active case managers at the end of the Month</b>	<b>Current average number of cases per case manager for Month</b>	<b>Rating for Period</b>
Nov 03'	443	41	10.8	
Dec 03'	417	41	10.2	
January 04	402	42	9.6	10.2
February 04	395	41	9.6	9.8
March 04	393	39	10.1	9.8
April 04	387	39	9.9	9.9
May 04	390	40	9.8	9.9
June 04	387	40	9.7	9.8

<b>Site 5</b>	<b>Number of Families receiving ongoing services at the end of the Month</b>	<b>Number of active case managers at the end of the Month</b>	<b>Current average number of cases per case manager for Month</b>	<b>Rating for Period</b>
Nov 03'	452	46	9.8	
Dec 03'	444	45	9.9	
January 04	438	45	9.7	9.8
February 04	436	48	9.1	9.6
March 04	427	49	8.7	9.2
April 04	442	46	9.6	9.1
May 04	438	42	10.4	9.6
June 04	432	41	10.5	10.2

<b>BMCW All Sites</b>	<b>Number of Families receiving ongoing services at the end of the Month</b>	<b>Number of active case managers at the end of the Month</b>	<b>Current average number of cases per case manager for Month</b>	<b>Rating for Period</b>
Nov 03'	2125	219	9.7	
Dec 03'	2081	211	9.9	
January 04	2035	216	9.4	9.7
February 04	2016	215	9.4	9.6
March 04	2016	212	9.5	9.4
April 04	2025	206	9.8	9.6
May 04	2019	209	9.7	9.7
June 04	2005	206	9.7	9.7

### **Face to Face Contact – Expected Performance Levels**

**I.D.3.** By January 1, 2003, and thereafter for the duration of this agreement, BMCW will include a contract holdback provision in its BMCW Site case management contracts for each BMCW case management site that will impose a sufficient holdback on each site that does not meet 90 % compliance with monthly face-to-face visits of children in BMCW custody by their case manager.

The Ongoing contract for each Site identifies a performance incentive for achieving the BMCW performance standard of 95% compliance with monthly face to face visits.

### Face to Face Contact – By Site Performance Levels

**I.D.4.** BMCW will enforce the monthly face-to-face visit holdback provisions in case of noncompliance for months beginning with July, 2003.

#### Period 2: 90% (or above)

Actual Performance

**January – June 2004: 97%**

	Site 1	Site 2	Site 3	Site 4	Site 5	Monthly BMCW	YTD
<b>January</b>	98%	99%	96%	95%	96%	97%	
<b>February</b>	99%	99%	95%	97%	98%	98%	97%
<b>March</b>	99%	98%	97%	98%	98%	98%	97%
<b>April</b>	99%	98%	97%	96%	98%	97%	97%
<b>May</b>	99%	98%	96%	95%	98%	97%	97%
<b>June</b>	96%	98%	96%	95%	96%	96%	97%

Face to Face Contacts with Children:

	January - June	July - December	YTD
BMCW Period 1 2003	84%	96.4%	90%
BMCW Period 2 2004	97%		

**\*\*** The Settlement Agreement requires 90% compliance for this section. The BMCW increased the internal performance level to 95% for a contractor to earn a performance incentive. The percentages in the above table represent each site's monthly performance. All Sites met this performance expectation for the first six-month of Period 2.

The BMCW met the performance standard of 90% for the second six months of Period 1 and the first six months of Period 2.

During Period 1, there was significant progress in the area of face to face contact. Throughout the first six months of Period 2, the BMCW has maintained a high level of direct face to face contact with children. As the data demonstrates, all sites performed at or above the expected 95% performance level, thereby earning their performance incentive payments.

The tables below provide the monthly site-specific data for the period January 1, 2004 - June 30, 2004.

<b>Site 1</b>	<b>Number of children with a successful face to face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance Percentage YTD</b>
January	686	15	98%	
February	676	7	99%	98%
March	687	8	99%	99%
April	673	9	99%	99%
May	679	10	99%	99%
June	640	24	96%	98%

<b>Site 2</b>	<b>Number of children with a successful face to face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance Percentage YTD</b>
January	538	8	99%	
February	540	7	99%	99%
March	572	10	98%	99%
April	548	13	98%	98%
May	559	13	98%	98%
June	579	12	98%	98%

<b>Site 3</b>	<b>Number of children with a successful face to face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance Percentage YTD</b>
January	611	24	96%	
February	585	32	95%	96%
March	607	16	97%	96%
April	582	18	97%	96%
May	573	22	96%	96%
June	557	26	96%	96%

<b>Site 4</b>	<b>Number of children with a successful face to face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance Percentage YTD</b>
January	661	35	95%	
February	666	21	97%	96%
March	650	16	98%	96%
April	632	29	96%	96%
May	620	36	95%	96%
June	587	34	95%	96%

<b>Site 5</b>	<b>Number of children with a successful face to face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance Percentage YTD</b>
January	588	22	96%	
February	555	9	98%	97%
March	603	14	98%	97%
April	565	14	98%	98%
May	581	14	98%	98%
June	562	25	96%	97%

Totals of all Sites Jan-June 2004

<b>BMCW</b>	<b>Number of children with a successful face to face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance Percentage YTD</b>
January	3084	104	97%	
February	3022	76	98%	97%
March	3119	64	98%	97%
April	3000	83	97%	97%
May	3012	95	97%	97%
June	2925	121	96%	97%

\*During any given month, on average, there may be several hundred children who are not part of the universe (or computation of data) of children included for face to face contact. This group includes but is not limited to children who reside in an out of state placement, children in non-contiguous counties, or children who may be on an extended vacation with their foster family (for the duration of the month). It also includes children under the jurisdiction of other states who, for the best interest of the child, are in Milwaukee County. BMCW provides courtesy supervision for these children.



## **Placement Stabilization/Assessment Centers and Receiving Homes**

**D. 5.** The use of shelter placements shall be phased out entirely.

The BMCW phased out all shelter placements by December 31, 2003

**D. 6.** By December 31, 2003, and thereafter, no child shall be placed in a shelter.

The BMCW no longer uses shelters as a placement for children

BMCW successfully phased out the use of temporary shelters with the development and implementation of the Assessment/Stabilization Center program and Assessment Homes, by December 31, 2003.

The Assessment Centers, Placement Stabilization Centers and Assessment Homes were designed to provide a short-term, home like atmosphere for children entering out of home care for the first time or those suffering a disruption from their current placement.

Assessment Centers and Placement Stabilization Centers are required to provide individual and group programming individualized assessments, direct supervision and transportation to medical appointments and school of all children in their care.

The individual assessments of the children assist BMCW in better serving the children in our custody as well as matching their needs with the best possible resource that will meet their needs.

**D. 8.** The Division of Children and Family Services shall make its best efforts to seek legislative approval of foster parent reimbursement rates consistent with USDA standards.

The Division of Children and Family Services (DCFS), as required by the settlement, made its best efforts to seek legislative approval to increase Wisconsin's foster parent reimbursement rates consistent with USDA standards.

As proposed in the Governor's Kids First Initiative, the State plans to seek legislative approval to increase reimbursement rates for foster parents during the next biennial budget.

Governor Doyle launched the Kids First initiative, which is a comprehensive effort aimed at keeping Wisconsin children safe. What follows is a brief summary of two of the initiatives. Additional information about the Governor's Initiative can be found on the following Website: (<http://www.wisgov.state.wi.us/index.asp>):

- **Recruit and Support Quality Foster Care and Adoptive Homes**
  - Increase reimbursement rates for foster parents in the next biennial budget, and collaborate with ongoing efforts working with local communities to improve recruitment of foster families
  - Develop and implement a Foster Parent and Adoptive Parent Resource Center to provide information for parents and training for coordinators, and to connect adoptive and foster parents to supportive services in their communities
  - Improve physical and mental health care for foster children by launching a specialized assessment and treatment pilot project for Milwaukee children in foster care
  - Provide foster care subsidies for relatives willing to serve as court-appointed guardians of children who are not safe living with their birth parents
  - Provide young adults who age out of foster care with continuing health coverage under Medicaid until they are 21
  - Use federal grant funding to support a Youth Education and Training project for young adults leaving foster care and entering the work force
- **Improve Child Welfare Services**
  - Target additional state resources to counties that have the highest turnover rates and most significant need for case worker and supervisory training
  - Create an ombudsman for children in the Milwaukee child welfare system. The ombudsman will have the power to investigate complaints and concerns, and will issue recommendations to the child welfare agency
  - Reduce caseworker turnover by attracting and training a more diverse and experienced child welfare workforce from within targeted communities, and expand hands on training experiences for workers

- Establish a statewide quality assurance and improvement system to ensure better handling of child abuse and neglect cases and improve accountability within the system
- Work with the courts to ensure that certain families – identified as having significant child protection concerns – receive continued monitoring, even if they stop participating in the Safety services program
- Strategically target grants to encourage integrated community based services that specifically address the needs of parents with children in the child welfare system. Services will include domestic violence, substance abuse and mental health treatment programs
- Pass legislation directing the court to specify – in the court order for the child’s removal – the conditions for the eventual return of the child
- Pass legislation eliminating jury trials in cases to terminate parental rights to expedite permanency for children.

## SETTLEMENT SECTIONS WHERE THE BMCW HAS NOT MET PERIOD 2 TARGETS:

The data presented in the following section are areas where the BMCW has not met the expected performance standard for Period 2 targets:

As with the previous section discussing achieved target measures, these areas are also categorized under the key performance objectives of Permanency, Safety and Well-Being.

### PERMANENCE

#### **ASFA - Children who were not in ASFA compliance at the start of Period 2**

**I.B.3.** At least the following percentages of children in BMCW custody more than 15 of the last 22 month in out-of-home care without a TPR previously filed or an available exception previously documented shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case by the end of the period. The percentage is calculated against the baseline of 453 children.

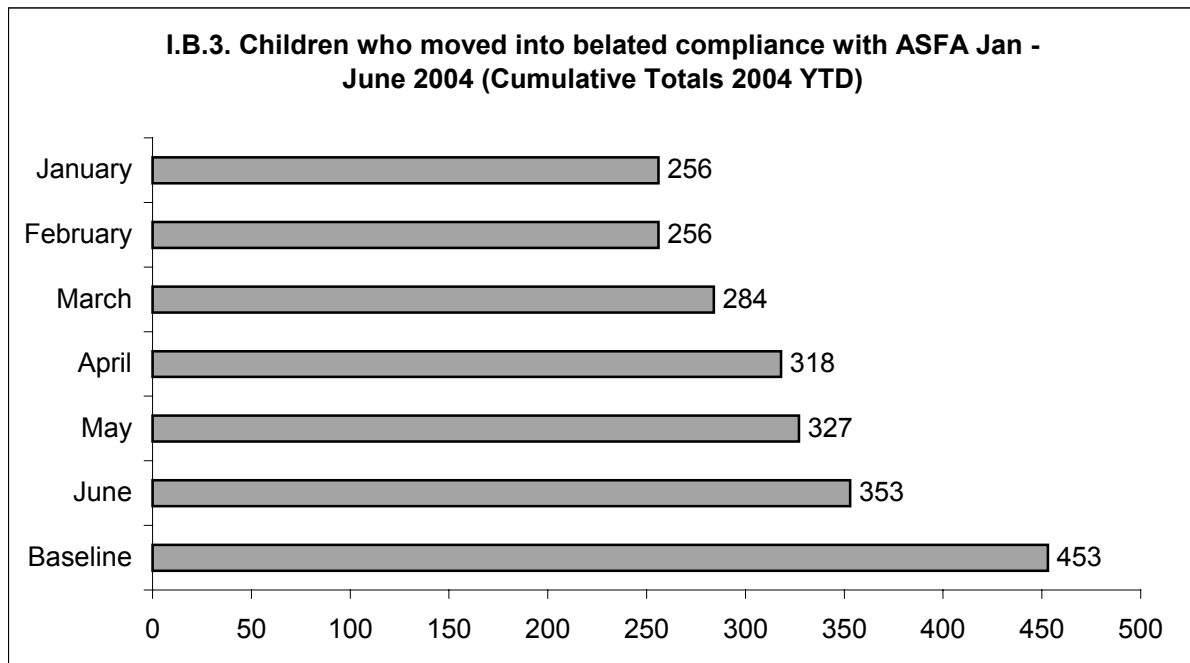
\*The Settlement Agreement has been amended for this measure; at the start of each Period (January 1<sup>st</sup>) the actual number of children out of compliance with ASFA are identified, and those children become the baseline for this measure.

#### **Period 2      85% (or above)**

Actual Performance

**January – June 2004: 77.9%**

	<b>Children who “belatedly” moved into compliance with ASFA January – June 2004 (Cumulative Totals by month for 2004 YTD)</b>	<b>Baseline (Non Compliant Beginning of Period)</b>	<b>Point in Time Compliance for period</b>
<b>January</b>	256	453	56.5%
<b>February</b>	256	453	56.5%
<b>March</b>	284	453	62.7%
<b>April</b>	318	453	70.2%
<b>May</b>	327	453	72.2%
<b>June</b>	353	453	77.9%



	January - June	July - December	YTD
BMCW Period 1 2003	56.4%	88.1%	88.1%
BMCW Period 2 2004	77.9%		

As of January 1, 2004 there were 453 children who were not in compliance with the ASFA. Through June 2004, 353 children “belatedly” moved into compliance – 100 children have not yet met compliance. **The BMCW did not meet the expected performance standard of 85%** for Period 2, through the first six months of the period.

As the data in the bar graph show, for the duration of the first six months, steady growth has occurred toward meeting the expected performance standard. Progress towards this goal, which changes each Period, shows us that to date in Period 2, of the 453 identified children who did not have a TPR filed or an acceptable exception indicated, 77.9% or 353 children have already “belatedly” moved into compliance. As shown in the table above, this compares favorably to the first six months of Period 1 where the BMCW had met only 56.4% compliance.

Each Site continues to closely monitor these children and where possible “belatedly” moves them in to compliance with ASFA. For the 100 children who remain out of compliance at the mid point of Period 2, the Sites will continue to pursue achieving compliance for each child.

## Reunification within twelve months of placement in Out of Home Care

**I.B.6.** Of all reunifications with parents/caregivers, at least the following percentages of children shall be reunified within 12 months of entry into care.

**Period 2: 65% (or above)**

**Actual Performance YTD January – June 2004: 59.3%**

	Jan	Feb	Mar	Apr	May	Jun	YTD
<b>(Annual)</b>							
<b>Site 1 (N)</b>	27	16	5	5	22	15	90
<b>Reunified in 12 or fewer months</b>	15	11	4	5	12	8	55
<b>Percentage reunified in 12 or fewer months</b>	56%	69%	80%	100%	55%	53%	61.1%
<b>Site 2 (N)</b>	5	3	7	7	6	6	34
<b>Reunified in 12 or fewer months</b>	2	2	4	5	4	2	19
<b>Percentage reunified in 12 or fewer months</b>	40%	67%	57%	71%	67%	33%	55.9%
<b>Site 3 (N)</b>	14	16	14	23	15	12	94
<b>Reunified in 12 or fewer months</b>	5	6	8	16	8	5	48
<b>Percentage reunified in 12 or fewer months</b>	36%	38%	57%	70%	53%	42%	51.1%
<b>Site 4 (N)</b>	9	5	10	9	11	11	55
<b>Reunified in 12 or fewer months</b>	2	5	8	7	8	5	35
<b>Percentage reunified in 12 or fewer months</b>	22%	100%	80%	78%	73%	45%	63.6%
<b>Site 5 (N)</b>	7	21	13	10	16	29	96
<b>Reunified in 12 or fewer months</b>	7	10	9	6	10	20	62
<b>Percentage reunified in 12 or fewer months</b>	100%	48%	69%	60%	63%	69%	64.6%
<b>BMCW (N)</b>	62	61	49	54	70	73	369
<b>Reunified in 12 or fewer months</b>	31	34	33	39	42	40	219
<b>Percentage reunified in 12 or fewer months</b>	50%	56%	67%	72%	60%	55%	59.3%

	January - June	July - December	YTD
BMCW Period 1 2003	44%	46.6%	45%
BMCW Period 2 2004	59.3%		

\*Period 1 performance standard was “monitor only”

The BMCW did not meet the Period 2 compliance standard for this performance measure. By Site (ytd average) the range of performance varies between 51.1% to 64.6%, with the BMCW ytd average at 59.3% (219 children out of 369), short of the 65% target.

The Bureau has demonstrated improvement during the first six months of 2004 as compared to 2003 results. However, additional improvement is needed during the second six months of 2004 in order to meet the requirement of 65%

Some of the current efforts BMCW is instituting to ameliorate the number of children re-unified within 12 months of entry into an Out of Home Care Placement are:

- Targeted “Reunification” staffings were held at each Site, ascertaining which children had a permanency goal of reunification and determining what services or requirements were needed before the reunification could occur.
- Emphasizing the role and focus of the Coordinated Service Teams (CST) to explore and determine permanency alternatives for the child – the CST staffing occurs at a much earlier point after the child enters care. Quarterly CST staffings are conducting for each family thus providing a forum for evaluating and changing the case plan to meet permanence.

### Adoptions within twenty-four months of removal

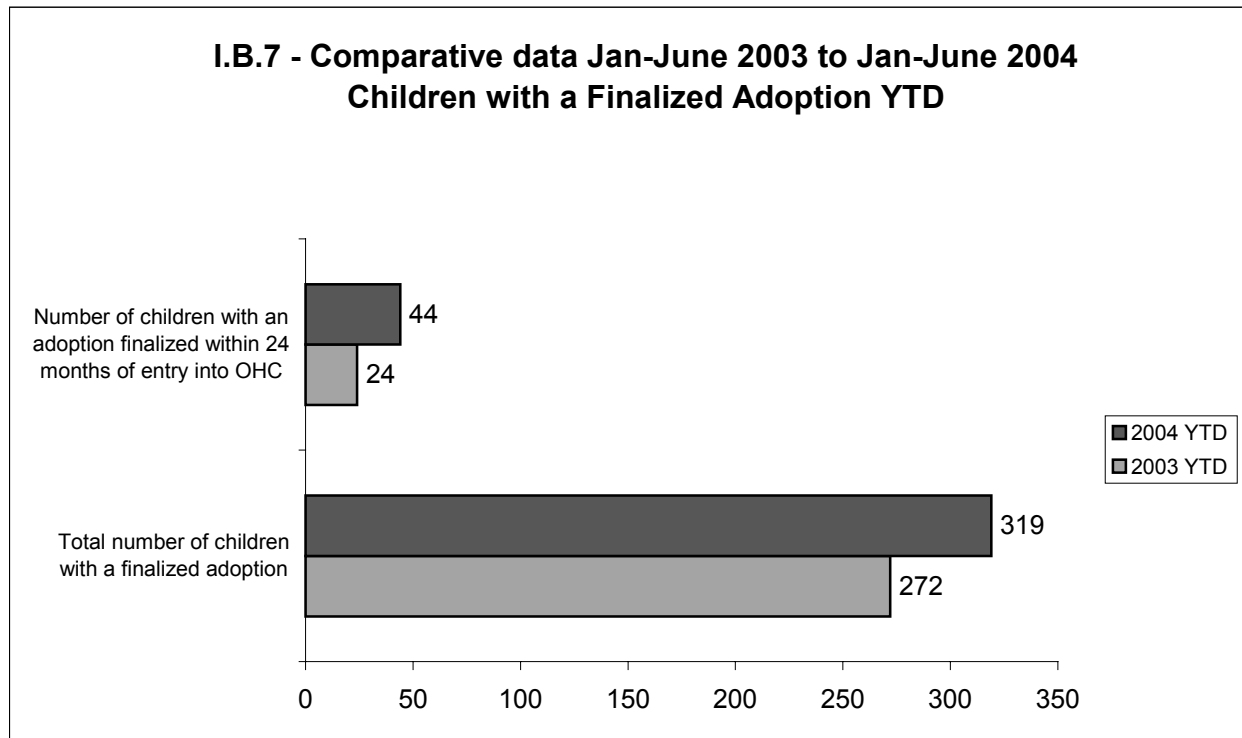
**I.B.7.** At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care.

#### Period 2      25% (or above)

Actual Performance

**YTD January – June 2004: 13.6%**

Time to Adoption	Jan	Feb	Mar	Apr	May	Jun	YTD
24 months or less	9	9	7	5	6	8	44
Monthly Percentage	17.6%	14.8%	11.9%	14.7%	10.2%	14.5%	13.6%
25 months or more	42	52	52	29	53	47	275
Monthly Percentage	82.4%	85.2%	85.3	85.3	99.8%	85.5%	86.4%
Total Number of Finalized Adoptions	51	61	59	34	59	55	319



	January - June	July - December	YTD
BMCW Period 1 2003	8.9%	18.8%	14.2%
BMCW Period 2 2004	13.6%		

BMCW did not meet the Period 2 Performance Standard of 25% or above for this measure. The total number of adoptions to date for Period 2 (319) was higher (47) than for the same timeframe



for Period 1. The number of finalized adoptions completed within 24 months of entry during the first six months also increased by 20 when compared to Period 1. Although there were twenty more children who were adopted within 24 months of entry into care, the increase in the actual number of all adoptions did not increase proportionally, thus the compliance percentage dipped when compared to the second six month interval for Period 1 (July to December 2003).

The table below shows basic demographic data about the children being adopted during the first six months of 2004. As the data shows, 69% (approximately 220 children) of all children YTD who have been adopted, were age 11 or younger at the time of their finalized adoption.

**For children who were adopted during the first six months of 2004:**

<b>Gender</b>	
Males	52%
Females	48%
<b>Ethnicity</b>	
African American	80%
Caucasian	19%
Native American	1%
<b>Age at Time of Adoption</b>	
0 – 5 yrs	26%
5 – 11 yrs	43%
11 – 15 yrs	25%
15 yrs and above	5%

Summary of some of the current strategies to finalize adoptions sooner are:

- Site based adoption consultants will identify children who potentially may be adopted as early in the life of the case and provide technical assistance to case managers about the adoption process
- A joint home study process is being implemented to expedite completion of the adoption home-study for foster families adopting the foster children in their care
- In cooperation with the Children's Court, the BMCW has made a 1 year commitment to fund a full time position to provide counseling and information for birth parents about the Termination of Parental Rights (TPR) process
- In cooperation with the CHIPS District Attorneys, Bureau staff will implement Fast Track TPR procedures to identify new children entering care who are most appropriate for and would be most likely to best fit criteria for adoption
- Focused and specialized attention will be provided to educate relatives about adoption as a permanency option

## WELL-BEING

### **Placement Stability – Children with three or fewer placements in OHC**

**I.D.9.** At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.

#### **Period 2      82% (or above)**

Actual Performance

**YTD January – June 2004: 71.3%**

Placements	Jan	Feb	Mar	Apr	May	Jun	YTD Annual
<b>Three or Fewer (N)</b>	2073	2099	2069	2068	2046	2002	
Percentage (PIT)	71.2%	71.0%	71.5%	71.1%	71.4%	71.8%	<b>71.3%</b>
<b>Four or More</b>	839	856	823	841	820	785	
Percentage (PIT)	28.8%	29%	28.5%	28.9%	28.6%	28.2%	
<b>Total Percentage</b>	100%	100%	100%	100%	100%	100%	

The table above provides month by month the number of children who had 3 or fewer and 4 or more placement changes. The cumulative 2004 YTD average for 3 or fewer placements is 71.3%. The BMCW did not meet the compliance standard for this measure.

The table below summarizes the semi-annual changes in the percentage of children with three or fewer placements and compares the first six months and last six months of 2003 and the first six months of 2004.

	January - June	July - December	YTD
BMCW Period 1 2003	74.8%	76.8%	75.9%
BMCW Period 2 2004	71.3%		

## DISCUSSION:

The following table depicts a Point in Time (PIT) data set, January through December 2003, of children in out of home care for 12 months or fewer by age group and the number of placements,. For instance, for the age group 0 to 2, 99 children experienced 1 placement within 12 months.

<b>Period 1 2003</b>	<b>Children in OHC 12 or fewer months</b>								
	<b>Ages</b>								
Placements	0 - 2 yrs old	2-4	4-6	6-8	8-10	10-12	12-14	14-16	16-18
1 placements	99	50	38	37	26	32	32	30	22
2 placements	42	31	31	28	21	24	13	13	15
3 placements	18	8	6	7	9	2	4	6	7
4 + placements	3	1	1	0	3	8	6	7	4

The table below depicts children who entered OHC January through June 2004, of children in by age group and the number of placements they have experienced. For instance, for the age group 0 to 2, 70 children experienced 1 placement within the past 6 months.

<b>Period 2 2004</b>	<b>Children in OHC 6 or fewer months (January to June)</b>								
	<b>Ages</b>								
Placements	0 - 2 yrs old	2-4	4-6	6-8	8-10	10-12	12-14	14-16	16-18
1 placements	70	32	30	32	34	32	31	31	25
2 placements	40	27	22	22	9	10	16	13	9
3 placements	6	6	1	1	0	3	5	2	3
4 + placements	1	0	3	1	2	1	1	5	2

Another trend being monitored is the rapid movement of children over a short period of time. As indicated in the first annual report the BMCW has begun analyzing the rapid and multiple placement changes. Data from the first six months of Period 2 suggests that additional focus may be needed in this area in order to determine common variables and identify strategic interventions to maintain placement stability.

The BMCW has taken steps to reduce the potential of placement disruptions and support stable placements for children:

- In cooperation with Lutheran Social Services First Choice for Children (LSS) and CSSW pre-adoptive families are being identified for infants who are entering out of home care, to minimize the likelihood of a change in placement if the child will be adopted.
- Ongoing case managers and LSS staff are conducting joint visits to foster homes to ensure better collaboration and placement stability for children.
- Family assessment homes and adolescents assessment centers are completing a more comprehensive assessment that will enhance LSS ability to match children to a foster parent.
- LSS has implemented targeted recruitment efforts to increase placement options for adolescents and children with emotional and physical concerns to ensure better placement options.
- Intensified efforts are being implemented by LSS to develop and implement support and crisis plans for all foster families. All new children placed in a foster home will have a crisis plan developed within 7 days of placement. Foster parents participate in the CST process on an ongoing basis. LSS is implementing geographic support groups for foster parents to strengthen communication, identify problems and ensure timely resolution of barriers that may interfere with placement stability. These groups should be fully implemented by October 2004.
- Intensified efforts to develop and implement support & crisis plans for all foster families
- Respite plans and services are being to provide foster parents with additional support and stability
- Full implementation of the Coordinated Service Team (CST) process
- Conducting joint visits (BMCW case managers & Licensing Staff) to foster homes to ensure better collaboration and placement stability

## II. NAMED PLAINTIFFS

**Requirement:** BMCW will supply Plaintiffs' counsel with quarterly updates of the named plaintiffs' case records until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody. The parties will engage in monthly good faith discussions concerning the appropriateness of the care and treatment of the named plaintiffs until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody, except that defendants agree to the post-adoption services described below.

BMCW was successful in meeting the requirements regarding the named plaintiffs. During the first six months of 2004, the Bureau has continued to maintain open and regular communication with Children's Rights, Inc. Monthly good faith discussions were scheduled and held between the BMCW Director, Chief Legal Counsel for the Department of Health and Family Services; and the Children's Rights lead attorney to discuss the remaining named plaintiff children, including the appropriateness of the care they were receiving, treatment needs, barriers and progress to permanency being achieved. Additional discussions were held, usually by telephone to discuss individual situations that occurred in between the scheduled monthly conference calls, to ensure plaintiffs counsel had current information about each named plaintiff child.

BMCW provided Plaintiffs' counsel with quarterly updates of the named plaintiffs' case records until an adoption was finalized. Quarterly case file updates were sent within three weeks after the quarter ended.

At the beginning of 2004, two of the five named plaintiff children were in out of home care placement. During the first six months of this year, one of the children was adopted in February 2004, and one of the five named plaintiff children remains in an OHC placement.

**A. Corey H.** BMCW continues to pursue the adoption of Corey H. by identifying potential families with whom he can be placed as soon as practicable. All necessary services identified by BMCW will be provided to continue to support an adoptive placement. Additionally, BMCW will ensure that he remains eligible for Title XIX medical coverage post-adoption through an adoption subsidy agreement.

Corey H. currently resides in a Treatment Foster Home; he attends a public school and is receiving weekly counseling. Parental rights of the biological mother were legally terminated in February 2004.

**B. Julie R.** Julie R. was legally adopted by her foster parent in February 2004. BMCW will ensure that she continues to receive mentoring and special education services post-adoption. She is receiving Title XIX medical coverage post-adoption through an adoption subsidy agreement. Since being adopted the adoptive family has received post-adoption services to further support and address issues in the family.

### **III. MONITORING**

A. The BMCW Program Evaluation Managers (PEMs) will conduct a comprehensive review (such as the review conducted for the second quarter 2000) at least once each period, which shall be made publicly available promptly upon completion.

B. Monitoring of and reporting on all the elements specified in Article I of this agreement shall be conducted by the BMCW PEMs on a semi-annual basis and shall be made publicly available promptly upon completion. At the conclusion of Period 3, monitoring will continue only with regard to Article I requirements that remain unmet and in effect pursuant to IA

C. In addition to reporting on the elements specified in Article I of this agreement, the PEMS shall also monitor and report on the following elements in their semi-annual monitoring reports. The conducting of reviews and the production of reports on these elements by **the PEMS shall constitute compliance with this sub-section, and these elements and related findings are not enforceable under this Agreement.** The requirement to conduct reviews and to produce reports under this section terminates on December 31, 2005.

Response:

The PEMS will conduct a comprehensive review of BMCW programs during the fall of 2004 and will be presented during the public meeting discussion on the 2004 Period 2 annual report.

The outcomes in the final section of the summary do not have an identified performance expectation standard indicated in the settlement. They are considered a “monitoring” only status.

## **PERMANENCY**

### **Timeliness of completing the initial permanency plan**

**III.C.5.** BMCW compliance with the federal standard for an initial case plan/permanency plan for all children within 60 days of a child entering BMCW custody;

	Jan	Feb	Mar	Apr	May	Jun	YTD
<b>Semi-Annual Initial Permanency Plans</b>							
Site 1 (Number of Perm Plans due during period)	8	18	15	13	25	31	110
Number of Initial Perm Plans completed on time	8	18	15	13	25	31	110
Percentage (Point in Time)	100%	100%	100%	100%	100%	100%	100%
Site 2 (Number of Perm Plans due during period)	20	12	10	13	29	13	97
Number of Initial Perm Plans completed on time	20	12	10	11	29	13	95
Percentage (PIT)	100%	100%	100%	84.6%	100%	100%	97.9%
Site 3 (Number of Perm Plans due during period)	25	5	26	11	12	21	100
Number of Initial Perm Plans completed on time	24	4	26	11	12	21	98
Percentage (PIT)	96%	80%	100%	100%	100%	100%	98%
Site 4 (Number of Perm Plans due during period)	27	11	19	37	20	20	134
Number of Initial Perm Plans completed on time	27	11	19	35	20	20	132
Percentage (PIT)	100%	100%	100%	94.6%	100%	100%	98.5%
Site 5 (Number of Perm Plans due during period)	12	8	11	17	30	20	98
Number of Initial Perm Plans completed on time	11	6	11	17	30	15	90
Percentage (PIT)	91.7%	75%	100%	100%	100%	75%	91.8%
BMCW (PIT)	97.8%	94.4%	100%	95.6%	100%	95.2%	97.4%

	January - June	July - December	YTD
BMCW Period 1 2003	95%	98.6%	97%
BMCW Period 2 2004	97.4%		

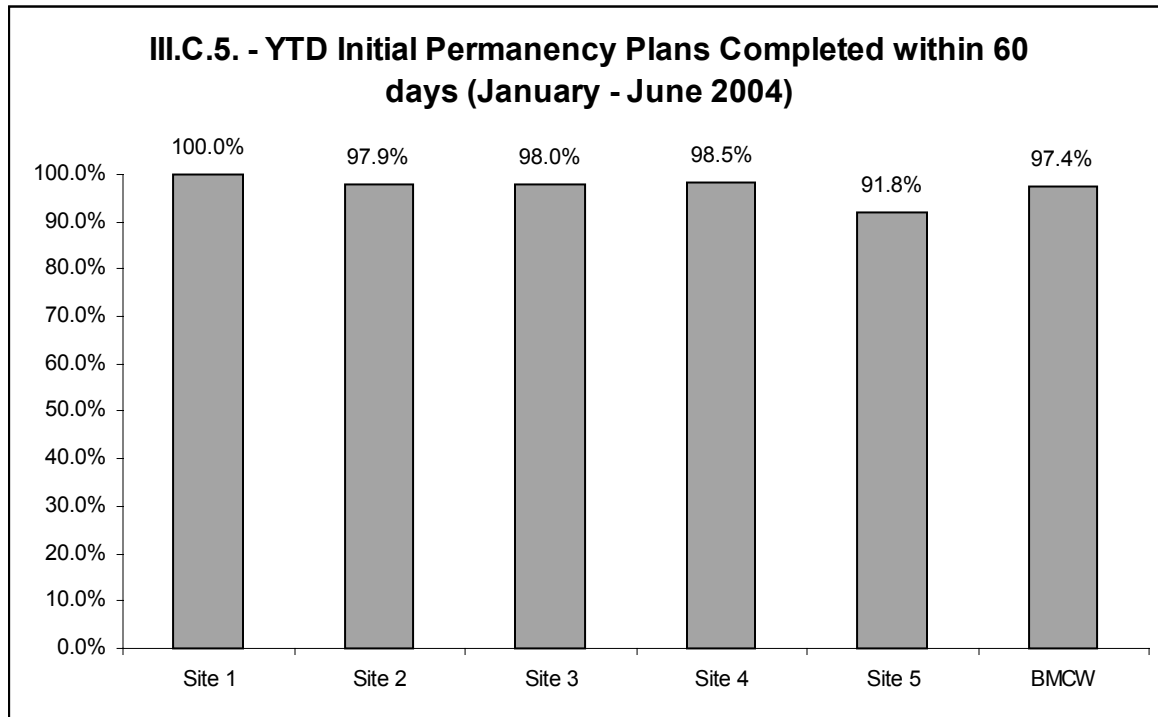
Throughout the first six months of Period 2, overall the sites maintained a 97.4% compliance rating for this goal. This follows Period 1 where the sites also maintained a high level of performance meeting this standard.

## DISCUSSION:

Noteworthy to this goal:

- ❑ Site1 maintained 100% performance on this standard for all six months
- ❑ Sites 2 & 4 achieved 100% for 5 of the first six months
- ❑ Sites 3 met 100% in for 4 of the first six month months
- ❑ Site 5 met 100% compliance in 3 of the first six months
- ❑ All Sites finished the first six months with a YTD average above 90%

The graph below shows by site overall compliance with initial permanency plans during Period.





### Timeliness of Judicial or Administrative Permanency Plan reviews

**III.C.6.** State compliance with the federal requirement for a judicial or administrative permanency plan review every 6 months, and at least one judicial permanency plan review annually;

	Jan	Feb	Mar	Apr	May	Jun	YTD (Dec)
Site 1 (N)	685	690	665	650	516	504	
Current PPR's & APPR's Documented	463	453	444	402	326	300	
Percentage	67.6%	65.7%	66.8%	61.8%	63.2%	59.5%	64.4%
Site 2 (N)	564	558	548	534	411	425	
Current PPR's & APPR's Documented	494	472	443	422	338	355	
Percentage	87.6%	84.6%	80.8%	79%	82.2%	83.5%	83%
Site 3 (N)	623	641	593	569	474	461	
Current PPR's & APPR's Documented	500	495	474	466	404	399	
Percentage	80.3%	77.2%	79.9%	81.9%	85.2%	86.6%	81.5%
Site 4 (N)	675	648	627	599	494	476	
Current PPR's & APPR's Documented	481	449	423	387	314	284	
Percentage	71.3%	69.3%	67.5%	64.6%	63.6%	59.7%	66.4%
Site 5 (N)	596	594	556	541	449	435	
Current PPR's & APPR's Documented	477	469	462	461	387	385	
Percentage	80%	79%	83.1%	85.2%	86.2%	88.5%	83.3%
BMCW (PIT)	76.8%	74.7%	75.1%	73.9%	75.5%	74.9%	74.8%

	June (PIT)	December (PIT)	December (PIT)
BMCW Period 1 2003	77.3%	88.7%	88.7%
BMCW Period 1 2003	74.8%		

During the first six months of Period 2, the BMCW met this goal on average 74.8% of the time.

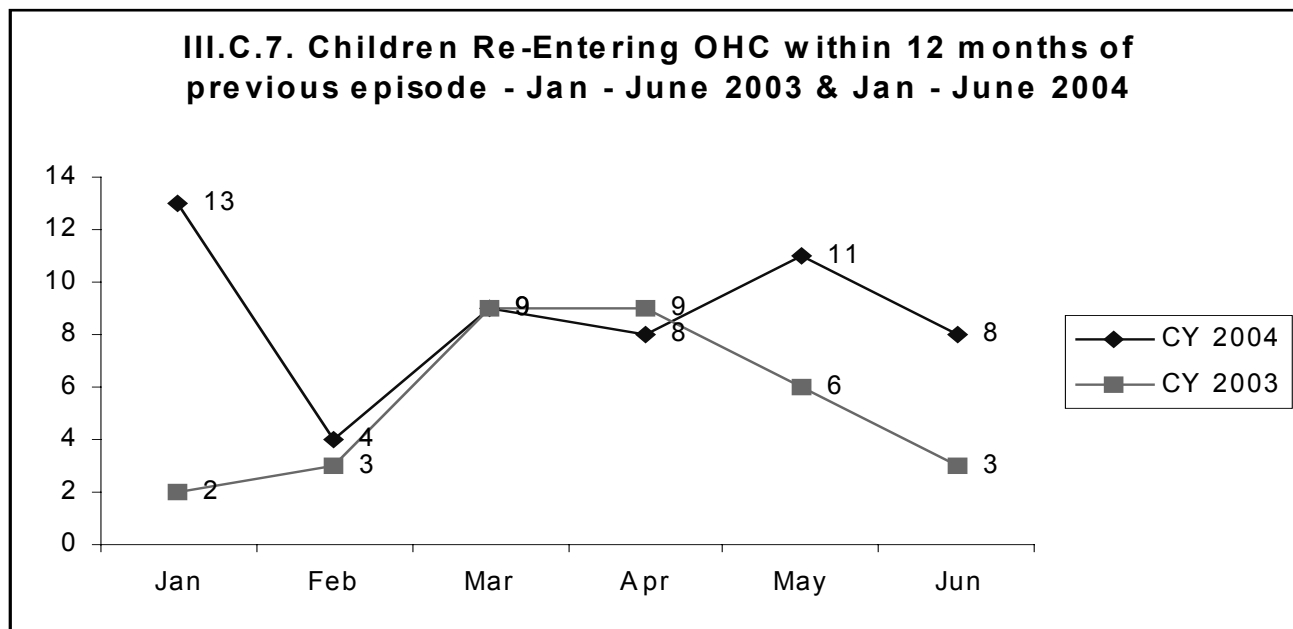
Each site is individually reviewing their monthly data and working to make certain that they have a monitoring system in place that will allow them to complete the entire process of completing the required review and providing documentation in a timely manner indicating the review had been accomplished.

### Children Re-entering OHC within 12 months of leaving an OHC placement

**III.C.7.** The percentage of children re-entering BMCW out-of-home care within the period who have re-entered care within 12 months of a prior BMCW out-of-home care episode; and

Of the 642 children who entered Ongoing Services between January and June 2004, 53 of the 76 children who re-entered care, or 70%, re-entered care within 12 months of a prior foster care episode

Month (2004)	Number of Children who entered OHC	Number of children who re-entered OHC within 12 months of a prior OHC episode
January	112	13
February	121	4
March	118	9
April	99	8
May	103	11
June	89	8
Totals	642	53
BMCW Total YTD		8.3%



Between January – June 2004, 53 children re-entered OHC in twelve or fewer months of a previous OHC (Ongoing Services) episode; compared to the first six months of Period 1, this represents an increase of 21 children, or a rate of change of 39.6%.

- The ultimate Period 2 compliance for this standard will be measured over a twelve-month period of time. Therefore, the half-year data presented for this standard is only preliminary and approximate.

## DISCUSSION:

		AGE						LOS at Exit/Previous Episode (months)			GENDER		
Re-Entry After	Percentage of Total	Average Age at Exit	Min Age at Exit	Max Age at Exit	Average Age at Re-Entry	Min Age at Re-Entry	Max Age at Re-Entry	Avg LOS (previous Episode)	Min LOS (previous Episode)	Max LOS (previous Episode)	Male	Female	Diagnosed Disability
0-3 months	26.5%	7.7	0.3	15.8	7.8	0.4	15.9	8.9	0.1	79.3	80%	20%	8%
3-6 months	26.5%	9.0	0.3	17.4	9.4	0.7	17.7	23.4	0.6	184.8	72%	28%	12%
6-9 months	11.8%	10.7	2.7	16.9	11.4	3.4	17.4	31.5	1.3	157.7	27%	73%	27%
9-12 months	10.7%	8.5	1.5	15.3	9.4	2.4	16.2	23.2	0.5	62.4	50%	50%	20%
12 +months	24.5%	5.9	0.1	15.0	8.1	1.4	17.3	18.0	0.1	80.7	48%	52%	4%
Overall	100%	8.0	0.1	17.4	8.9	0.3	17.7	19.1	0.1	184.4	48%	52%	15%

The table above breaks out more specific data regarding the children who re-entered Out of Home Care (OHC) during the first six months of Period 2. As the data appears to indicate, year to date, the largest percentage of children re-entering OHC are re-entering in six or fewer months (both 0 to 3 and 3 to 6 months are evenly split), accounting for 53% of the re-entries to date. This is similar to the overall data from Period 1, where 54% of the children who re-entered OHC, re-entered between 0 to 6 months. However, unlike the first six months of Period 2 where the re-entries from 0 – 3 months and 3 to 6 months are even, during Period 1 there was a more significant imbalance with 50.4% of the re-entries occurring in 0 to 3 months, and 3.6% in 3 to 6 months.

Re-Entry After:	Distribution of Sibling Group Re-Entries				
	2 siblings	3 siblings	4 siblings	5 siblings	6 siblings
0-3 months	3	1		1	
3-6 months	2	1			1
6-9 months		1			
9-12 months		1			
12 +months	1	3		1	

The table above provides additional information about the children re-entering Out of Home Care as sibling groups. Although this does not provide any trending information or relevance regarding why children are re-entering, it does point out the distribution of sibling groups and may indicate a subgroup of re-entries with some common characteristics. This information may provide additional insight to assist with the re-unification planning that is done prior to a child, or sibling group exiting OHC placements.

## WELL-BEING

### Timeliness of completing Initial Family Assessments

**III.C.1.** BMCW provision of an initial family assessment for all children within 90 days of their first placement;

**Actual Performance January – June 2004: 97.9%**

	Jan	Feb	Mar	Apr	May	Jun	YTD
Semi-Annual & Annual Family Assessment Data							
Site 1 Family Assessments Due (N)	6	9	3	6	9	8	41
Family Assessments Completed within 90 days	6	9	3	6	9	8	41
Percentage (Point in Time)	100%	100%	100%	100%	100%	100%	100%
Site 2 Family Assessments Due (N)	8	6	7	9	9	8	47
Family Assessments Completed within 90 days	8	6	7	8	9	8	46
Percentage (PIT)	100%	100%	100%	88.9%	100%	100%	97.9%
Site 3 Family Assessments Due (N)	20	5	13	8	16	14	78
Family Assessments Completed within 90 days	20	5	13	8	16	14	78
Percentage (PIT)	100%	100%	100%	100%	100%	100%	100%
Site 4 Family Assessments Due (N)	10	7	8	12	8	7	52
Family Assessments Completed within 90 days	10	6	7	12	8	6	49
Percentage (PIT)	100%	85.7%	87.5%	100%	100%	85.7%	94.2%
Site 5 Family Assessments Due (N)	9	8	9	11	16	16	69
Family Assessments Completed within 90 days	9	8	9	11	15	15	67
Percentage (PIT)	100%	100%	100%	100%	93.8%	93.8%	97.1%
BMCW – New families entering for OCM services (N)	53	35	40	46	58	53	285
Family Assessments Completed within 90 days	53	34	39	45	57	51	279
BMCW Percentage (PIT)	100%	97.1%	97.5%	97.8%	98.3%	96.2%	97.9%

	January - June	July - December	YTD 2003
BMCW Period 1 2003	94.5%	98%	96.4%
BMCW Period 2 2004	97.9%		

Throughout the first six months of Period 2, the BMCW achieved a YTD performance of 97.9% for this goal. This represents a small increase over the period 1 year-end average of 96.4%.

### **Background Information provided to caretakers**

**III.C.3.** BMCW provision of a complete placement information packet regarding a child's health and educational background for a random sample of at least 50 children being placed with a new caretaker;

	<b>June 04</b>
Site 1 (N)	10
Completed	10
Site 2 (N)	10
Completed	10
Site 3 (N)	10
Completed	10
Site 4 (N)	10
Completed	9
Site 5 (N)	10
Completed	10
<b>BMCW %</b>	<b>98%</b>

A random sample was drawn of ten (10) cases per site where a child's placement began on or after January 1<sup>st</sup>, 2004. Each site provided verification that the caregiver received and signed for a copy of the placement checklist (CFS-2238).

### Average number of children per caseload

**III.C.9.** The monthly caseload averages of children per ongoing case manager carrying cases, for each BMCW case management Site, including the maximum and minimum number of children at the end of the month per manager.

Site 1	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	20.7	21.5	21.5	22.4	21.8	21.6
Minimum children per worker	1	1	1	1	1	1
Maximum children per worker	31	29	30	31	26	26

Site 2	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	18.7	18.9	19.1	20.6	17.7	18
Minimum children per worker	1	1	1	1	1	1
Maximum children per worker	28	26	26	27	30	31

Site 3	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	16	15.7	16.7	16.4	16.6	17.2
Minimum children per worker	1	1	2	4	2	1
Maximum children per worker	26	25	24	25	24	23

Site 4	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	20.6	20.5	20.7	20.8	20.0	19.6
Minimum children per worker	1	1	2	1	1	1
Maximum children per worker	26	27	26	26	29	27

Site 5	Jan	Feb	Mar	Apr	May	Jun
Average children per worker	17	15.9	15.3	17	18.1	18.6
Minimum children per worker	1	1	2	1	1	1
Maximum children per worker	30	27	20	23	23	24

	Jan – June Avg.		July - December Avg.		YTD	
	CY 2003	CY 2004	CY 2003	CY 2004	CY 2003	CY 2004
Site 1	25.5	21.6	21.9		23.2	
Site 2	23.2	18.8	18.4		20.8	
Site 3	20.7	16.4	17.2		19.0	
Site 4	23.3	20.4	20.9		22.1	
Site 5	19.8	16.9	18.0		18.9	

The above data shows by site the average number of children on each Ongoing Case Managers (OCM) caseload (Mentors are not included in the number) for the first six months of Period 2. As of June 30<sup>th</sup>, 2004 the BMCW average was 18.9 children per Ongoing Case. The mentors carry minimal caseloads and have been excluded from the number of staff carrying cases when determining the average caseload size – however, the mentor’s cases do remain in the sample.

The table below identifies by six-month period, the maximum number of children on a caseload at each site, as well as the range of the maximum numbers for that six-month period. When comparing data from the first six months of Period 1, the difference between the maximum number of children on the caseloads was 15 children; during the first six months of Period 2, this gap had narrowed to 8 children per caseload – demonstrating more stability in children per caseload size.

Distribution - Children on Caseload				
	January – June 2003		January – June 2004	
	Max	Max Range	Max	Max Range
Site 1	37	33 - 37	31	26 – 31
Site 2	30	25 - 30	31	26 – 31
Site 3	38	32 - 38	26	23 – 26
Site 4	40	35 - 40	29	26 – 29
Site 5	39	37 - 39	30	24 - 30



## **WELL-BEING**

### **Timeliness of Initial Health Screens for Children Entering OHC**

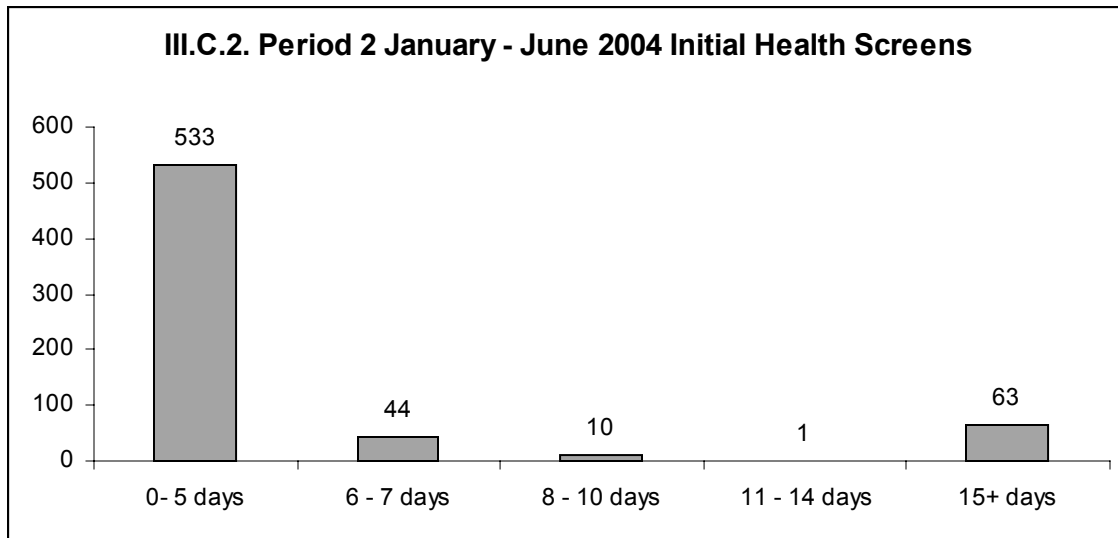
**III.C.2.** BMCW provision of an initial medical examination for all children within 5 business days of their first placement, except for children discharged from hospital to placement;

	Jan	Feb	Mar	Apr	May	Jun
Site 1 (N)	18	22	26	22	26	18
Within 5 business days	13	22	25	22	22	18
Percentage	72.2%	100%	96.2%	100%	84.6%	100%
Site 2 (N)	8	15	28	24	27	9
Within 5 business days	6	14	25	21	27	9
Percentage	75%	93.3%	89.3%	87.5%	100%	100%
Site 3 (N)	25	16	22	24	15	29
Within 5 business days	22	12	16	19	13	20
Percentage	88%	75%	72.7%	79.2%	86.7%	69%
Site 4 (N)	13	37	11	18	26	21
Within 5 business days	13	33	10	14	20	11
Percentage	100%	89.2%	90.9%	77.8%	76.9%	52.4%
Site 5 (N)	15	17	25	23	35	35
Within 5 business days	10	14	19	21	29	13
Percentage	66.7%	82.4%	76%	91.3%	82.9%	37.1%
BMCW (N)	79	107	112	111	129	112
BMCW Completed within 5 business days	64	95	95	97	111	71
BMCW % (PIT)	81%	88.8%	84.8%	87.4%	86%	63.4%

	January - June	July - December	YTD
BMCW Period 1 2003	44%	67.6%	58.2%
BMCW Period 2 2004	82%		

### **DISCUSSION:**

Data in the above table shows the improvement within the BMCW to have children's initial health screens completed within five business days of removal. At the end of Period 1, the ytd average for the BMCW was 58.2%, whereas at the end of the first six months of Period 2, the mid point ytd average increased to 82%, an increase of 23.8% when compared to the ytd average, and an increase of 38% when compared to the first six months of Period 1.



The above graph shows the timeline data for health checks year to date in Period 2.

Data for the month of June show a steep drop of children receiving their initial health screen within five business days when compared to the first five months of Period 2. The data indicate that three of the five sites had a more pronounced drop in the number of children who received their initial health screen within five business days of their first placement. The drop in June for these three sites ranged between 17.7% and 45.8%.

The BMCW is currently looking into the factors, which may have influenced such a change, particularly considering the significantly higher success rate during the first five months of the period.

### Children with an updated annual physical & dental examination

**III.C.4.** BMCW referral of children in BMCW custody to health care services and utilization of health care services, including regular pediatric medical and dental examinations;

Annual Medical Exams	Jan	Feb	Mar	Apr	May	Jun
<b>Site 1</b>						
Children in OHC during period	693	670	675	676	658	648
Medical Exams Documented (current)	596	560	515	476	459	401
Percentage (PIT)	86.0%	83.6%	76.3%	70.4%	69.8%	61.9%
<b>Site 2</b>						
Children in OHC during period	561	552	556	554	540	556
Medical Exams Documented (current)	524	490	470	447	417	395
Percentage (PIT)	93.4%	88.8%	84.5%	80.7%	77.2%	71.0%
<b>Site 3</b>						
Children in OHC during period	622	626	607	596	577	582
Medical Exams Documented (current)	483	461	428	392	367	343
Percentage (PIT)	77.7%	73.6%	70.5%	65.8%	63.6%	58.9%
<b>Site 4</b>						
Children in OHC during period	666	651	634	633	633	612
Medical Exams Documented (current)	482	444	398	381	378	323
Percentage (PIT)	72.4%	68.2%	62.8%	60.2%	59.7%	52.8%
<b>Site 5</b>						
Children in OHC during period	599	581	567	560	554	560
Medical Exams Documented (current)	457	462	455	446	439	411
Percentage (PIT)	76.3%	79.5%	80.2%	79.6%	79.2%	73.4%
<b>Medical BMCW Percentages (PIT)</b>						
	80.9%	78.5%	74.6%	71%	69.5%	63.3%

#### Medical

	June (PIT)	December (PIT)
BMCW Period 1 2003	65%	75.4%
BMCW Period 2 2004	73.1%	

The Tables above shows the percentages by site by month (first six-months of Period 2) for children who have an updated annual physical exam entered in WiSACWIS. The following table breaks out the data for annual dental examinations by site, by month for the first six months of Period 2.

Annual Dental Exams	Jan	Feb	Mar	Apr	May	Jun
<b>Site 1</b>						
Children in OHC 3+ yrs old during Period	636	613	619	602	608	569
Dental Exams Documented (current)	432	401	363	346	526	403
Percentage (Point in Time)	67.9%	65.4%	58.6%	57.5%	86.5%	70.8%
<b>Site 2</b>						
Children in OHC 3+ yrs old during Period	499	484	483	480	474	463
Dental Exams Documented	383	353	344	342	333	311
Percentage (PIT)	76.8%	72.9%	71.2%	71.3%	70.3%	67.2%
<b>Site 3</b>						
Children in OHC 3+ yrs old during Period	569	547	549	521	517	494
Dental Exams Documented	347	330	318	302	280	250
Percentage (PIT)	61.0%	60.3%	57.9%	58%	54.2%	50.6%
<b>Site 4</b>						
Children in OHC 3+ yrs old during Period	587	560	580	546	544	517
Dental Exams Documented	322	294	286	284	280	252
Percentage (PIT)	54.9%	52.5%	49.3%	52.0%	51.5%	48.7%
<b>Site 5</b>						
Children in OHC 3+ yrs old during Period	539	522	517	501	501	485
Dental Exams Documented	313	317	331	323	334	316
Percentage (PIT)	58.1%	60.7%	64%	64.5%	66.7%	65.2%
<b>Dental BMCW Percentages (PIT)</b>						
	63.5%	62.2%	59.8%	60.3%	66.3%	60.6%

#### Dental

	June (PIT)	December (PIT)
BMCW Period 1 2003	25%	57.4%
BMCW Period 2 2004	62.1%	

#### DISCUSSION:

It is important for all sites to persist with the monitoring of the children's exam dates, scheduled appointments, and completion of the exams in an effort to shorten the gap between the children meeting the expected standard with an annual physical/dental exam and those not meeting the expected standard.

Data regarding timely completion of children's annual physical exams shows sharp decreases month to month (at four of the five sites) in the number of children who have a current, updated annual physical exam. Currently, each Site is examining and isolating any related issues or barriers that may possibly be inhibiting children from receiving their annual exams, or are impacting the process to have the information available if the exams are completed. The BMCW continues to monitor this monthly and will continue to work with each site to show significant improvement in the upcoming months.

## Ongoing Case Manager Turnover

**III.C.8.** Ongoing case manager turnover rates per BMCW case management Site, identifying the number of ongoing case managers carrying cases at the beginning of the reporting period, the number of ongoing case managers carrying cases who leave for any reason during the reporting period, and the number of ongoing case managers carrying cases added during the period.

The current method of measurement for monthly turnover was calculated by identifying the number of case carrying workers terminated for any reason during the month divided by the number of case carrying workers at the beginning of the month plus the case carrying workers added during the month. Using this definition to determine a turnover rate for the first six months would reflect a 22.7% turnover rate.

During the first six months of Period 1, there were 90 Ongoing Case Managers (OCM) who terminated their employment; for the same time frame of Period 2, 63 Ongoing Case Managers terminated their employment. This represents a decrease of 27 terminating OCM's, or a rate of change of 30%.

The measurement provided in the report reflects the expectations of the Settlement Agreement. This information does not provide other key elements that relate to the "turnover" of staff. "Turnover" is an issue of importance for any agency or business, and the BMCW will not ignore or minimize the effects of "turnover" on the children and families that we serve. Staff retention remains a key value of the BMCW and those partners who provide services for the children under its care. Currently the BMCW has started two work groups (Staff Retention & Staff Turnover) to look at this paramount issue. The groups include representatives from each Site as well as a cross representation from most employment positions.. "Turnover" is not only critical because of the settlement agreement, but most importantly because of the impact on families within our community.

The following set of tables illustrates by site the flow of Ongoing Case Managers hired at each site, as well as those who terminated their employment. Data for the first six months has been updated with corroborating information provided by each site.

Site 1	Jan	Feb	Mar	Apr	May	Jun	Monthly Average (ytd) or Total
OCM's at Start of Month	45	43	42	42	40	41	
OCM's Hired During Month	1	1	0	0	3	4	9
OCM's Terminated During Month	3	2	0	2	2	4	13
OCM's at end of Month	43	42	42	40	41	41	
Turnover %	6.5%	4.5%	0%	4.8%	4.7%	8.9%	5%

January – June 2003: 26.3%

January – June 2004: 24.1%

\*The monthly average YTD is an average of the six months; the figure above for January – June 2004 is calculated using the formula used from the Settlement Agreement.

Site 2	Jan	Feb	Mar	Apr	May	Jun	Monthly Average (ytd) or Total
OCM's at Start of Month	41	41	39	40	41	44	
OCM's Hired During Month	1	1	3	1	6	3	15
OCM's Terminated During Month	1	3	2	3	3	4	16
OCM's at end of Month	41	39	40	38	44	43	
Turnover %	2.4%	7.1%	4.8%	7.3%	6.4%	8.5%	6.1%

January – June 2003: 32.8%

January – June 1004: 28.6%

Site 3	Jan	Feb	Mar	Apr	May	Jun	Monthly Average (ytd) or Total
OCM's at Start of Month	53	51	51	48	49	48	
OCM's Hired During Month	0	0	0	2	2	2	6
OCM's Terminated During Month	2	0	3	1	3	3	12
OCM's at end of Month	51	51	48	49	48	47	
Turnover %	3.8%	0%	5.9%	2%	5.9%	6%	3.9%

January – June 2003: 23.8%

January – June 2004: 20.3%

Site 4	Jan	Feb	Mar	Apr	May	Jun	Monthly Average (ytd) or Total
OCM's at Start of Month	45	44	43	41	41	42	
OCM's Hired During Month	1	1	1	0	6	1	10
OCM's Terminated During Month	2	2	3	0	5	1	13
OCM's at end of Month	44	43	41	41	42	42	
Turnover %	4.3%	4.4%	6.8%	0%	10.6%	2.3%	4.9%

January – June 2003: 27.9%

January – June 2004: 23.6%

Site 5	Jan	Feb	Mar	Apr	May	Jun	Monthly Average (ytd) or Total
OCM's at Start of Month	49	47	50	51	46	44	
OCM's Hired During Month	1	3	1	0	0	0	5
OCM's Terminated During Month	3	0	0	3	2	1	9
OCM's at end of Month	47	50	51	48	44	43	
Turnover %	6%	0%	0%	5.9%	4.3%	2.3%	3.1%

January – June 2003: 31.7%

January – June 2004: 16.7%

BMCW	Jan	Feb	Mar	Apr	May	Jun	Totals
OCM's at Start of Month	233	226	225	222	217	219	
OCM's Hired During Month	4	6	5	3	17	10	45
OCM's Terminated During Month	11	7	8	9	15	13	63
OCM's at end of Month	226	225	222	216	218	215	
Turnover %	4.6%	3%	3.5%	4%	6.4%	5.7%	4.5%

January – June 2003: 27.6%

January – June 2004: 22.7%

The data in the above tables shows that there has been improvement in managing turnover when the first six months of Period 1 are compared to the first six months of Period 2 (Using the definition as outlined for the Settlement Agreement)

## DISCUSSION:

What follows are tables which provide some contextual data regarding the employees who terminated their employment and those still active as Ongoing Case Managers.

The table below provides a snapshot of employees who are no longer employed by one of the agencies. The data gathered for this table excludes OCM's who are on a Leave of Absence. The range of employees who exited from each site was between nine (Site 5) and 16 (Site 2); when looking at the average experience of the employees who left employment, the data shows us that at site 2 the average was 1.1 yrs and at Site 1 the average experience level was 3 yrs.

**Terminated Employees (does not include Leave of Absence)**

	N	Minimum LOE (yrs)	Max LOE (yrs)	Avg LOE (yrs)
<b>Site 1</b>	13	0.6	6.9	3.0
<b>Site 2</b>	16	0.0	2.6	1.1
<b>Site 3</b>	8	0.6	3.2	1.9
<b>Site 4</b>	15	0.7	2.7	1.6
<b>Site 5</b>	9	0.4	5.8	2.1
<b>BMCW</b>	61	0.0	6.9	1.9

\* LOE denotes Length of Employment

The following table provides a breakout by Site identifying the reason employees exited employment. The data shows that the two most significant reasons provided were:

- 22.2% (14) left employment because they moved out of the area
- 20.6% (13) left employment and obtained another job outside of the Social Services field

The categories identified are those that were used by employees during Period 1.

The data in this table shows site by site reasons for Case Managers terminating their employment. Each category or reason also presents a breakdown of the minimum, maximum and average Length of Employment (LOE) for that section. For example, category “C” “Another position outside of social services” indicates that 13 employees throughout all five sites left for that reason. At each site, the levels of agency experience varied showing that new employees as well as employees with up to 3.2 years of experience exited under that category. The data provided shows that the most common reason for terminating employment was that the employee moved out of the area. The data within this table provides the basic information regarding the number of staff by site and in the BMCW who terminated employment during the first six months of period 2, but also allows additional analysis regarding the reasons for exit as well as the LOE for employees who exited under a particular category.

**Identified Reasons for Termination of Employment**

	Site 1	Site 2	Site 3	Site 4	Site 5	BMCW
<b>A. Accepted a State Job</b>			1			1
Minimum LOE (yrs)			2			
Maximum LOE (yrs)			2			
Average LOE (yrs)			2			
<b>B. Another Position in Soc Serv - Not Child Welfare</b>				1	1	2
Minimum LOE (yrs)				2	1.6	
Maximum LOE (yrs)				2	1.6	
Average LOE (yrs)				2	1.6	
<b>C. Another position outside of social services</b>	3	4	2	4		13
Minimum LOE (yrs)	0.6	0.0	2.9	1.1		
Maximum LOE (yrs)	3.6	2.4	3.2	2.1		
Average LOE (yrs)	2.4	0.9	3.1	1.5		
<b>E. Internal Transfer</b>				1		1
Minimum LOE (yrs)				1.2		
Maximum LOE (yrs)				1.2		
Average LOE (yrs)				1.2		



<b>F. IVE - Program</b>				3	1	4
Minimum LOE (yrs)				1.4	2.8	
Maximum LOE (yrs)				2	2.8	
Average LOE (yrs)				1.6	2.8	
<b>G. Job Dissatisfaction - General</b>		3				3
Minimum LOE (yrs)		0.2				
Maximum LOE (yrs)		2.4				
Average LOE (yrs)		1.1				
<b>I. Job Dissatisfaction - Money</b>			1			1
Minimum LOE (yrs)			2.7			
Maximum LOE (yrs)			2.7			
Average LOE (yrs)			2.7			
<b>K. Leave of Absence</b>			5	1		6
Minimum LOE (yrs)			1.6	3.9		
Maximum LOE (yrs)			6.1	3.9		
Average LOE (yrs)			3.7	3.9		
<b>L. Moved out of the area</b>	4	4	1	3	2	14
Minimum LOE (yrs)	1	0.2	1.6	0.7	1.8	
Maximum LOE (yrs)	2.7	2.4	1.6	2	5.8	
Average LOE (yrs)	1.7	1.7	1.6	1.4	3.8	
<b>M. Other</b>	4	4	1		2	11
Minimum LOE (yrs)	2.3	0.0	0.6		1.2	
Maximum LOE (yrs)	6.9	2.6	0.6		2.6	
Average LOE (yrs)	4.6	0.8	0.6		1.9	
<b>N. Terminated by Agency</b>			1	1	2	4
Minimum LOE (yrs)			0.8	2	0.4	
Maximum LOE (yrs)			0.8	2	1.9	
Average LOE (yrs)			0.8	2	1.1	
<b>O. To attend school</b>	2	1	1	1		5
Minimum LOE (yrs)	2.6	1.2	1.1	1		
Maximum LOE (yrs)	3.4	1.2	1.1	1		
Average LOE (yrs)	3	1.2	1.1	1		
<b>P. Transferred to another site with BMCW</b>				1	1	2
Minimum LOE (yrs)				2.7	0.9	
Maximum LOE (yrs)				2.7	0.9	
Average LOE (yrs)				2.7	0.9	

The next table provides by Site, groupings of the Length of Employment for those employees no longer working at the agency. Overall approximately 23% (14) of the employees who exited had less than 12 months of employment, 33% (20) had 1 to 2 years, and another 33% (20) had 2 to 3 years of employment with the agency.

**Terminated Employees Experience Level by LOE Groupings**

	Up 11.9 Months LOE	12 - 23.9 Months LOE	24 - 35.9 Months LOE	36 + Months LOE
<b>Site 1</b>	1	3	4	5
<b>Site 2</b>	8	3	5	0
<b>Site 3</b>	2	2	3	1
<b>Site 4</b>	1	8	6	0
<b>Site 5</b>	2	4	2	1
<b>BMCW</b>	14	20	20	7

The last table provides information related to the current workforce, and their Length of Employment. The data shows that for the current active workforce, approximately 31% (70) of the Ongoing Case Managers have 12 or less months of employment with the agency; 28% (62) have between 1 – 2 years; 30% (67) have between 2 – 3 years and 11% (25) have 3 or more years.

**Distribution of Active Employees Experience Level by LOE Groupings**

	<b>Up to 11.9 Months LOE</b>	<b>12 - 23.9 Months LOE</b>	<b>24 - 35.9 Months LOE</b>	<b>36 + Months LOE</b>
<b>Site 1</b>	13	12	12	9
<b>Site 2</b>	16	7	22	1
<b>Site 3</b>	11	20	10	6
<b>Site 4</b>	13	13	9	7
<b>Site 5</b>	17	10	14	2
<b>BMCW</b>	70	62	67	25